

## Policy Committee Decision Report

<b>Title of Report:</b>	<b>Sheffield Care Sector Workforce Development Strategy Update</b>
<b>Date of Decision:</b>	30 <sup>th</sup> October 2024
<b>Report To:</b>	Adult Health and Social Care Policy Committee
<b>Report Of:</b>	Strategic Director Adult Care and Wellbeing
<b>Report Author:</b>	John Chamberlain – Workforce Development Manager/Dawn Bassinder – Chief Social Work Office

### Executive Summary:

This report provides an update on progress made with the Sheffield Care Sector Workforce Development Strategy 2023 – 2026 which was approved by the Adult Health and Social Care Policy 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.

This report details progress made with the implementation of the Care Sector Workforce Development Strategy 2023 – 2026. It also notes the development and implementation of the first Care Academy for Sheffield. The report provides a summary of our Professional Development Plan 2024 – 2026 which will prioritise and value our Sheffield City Council Adults Care and Wellbeing workforce.

### Council Plan outcomes:

[People live in caring, engaged communities that value diversity and support wellbeing](#)

### Policy Committee remit:

This report is to be considered by the Adult Health and Social Care Policy Committee as its remit includes Adult Social Care.

**Does the report contain confidential or exempt information? [No]**

## Recommendations:

Adults Health and Social Care Policy Committee is recommended to:

1. Note the progress made with implementing the Sheffield Care Sector Workforce Development Strategy Delivery Plan 2023-2026.
2. Notes progress made with the development and implementation of the Health and Care Academy in Sheffield, hereby named Sheffield C.A.R.E.S.
3. Note the progress to develop a Sheffield Adult Workforce Celebration & Recognition Event in February 2025.
4. Note progress in implementing the Professional Development Plan and working to achieve the LGA Employer Standards for Occupational Therapists and Social Workers, Unison Ethical Care Charter and GMB Care Charter.
5. Notes the development of Care Sector Workforce Forums 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.
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.

**Financial Implications:** [Yes] [Approved by: Laura Foster 17/10/24]

**Legal Implications:** [Yes] [Approved by: Patrick Chisholm]

**Equality and Inclusion Implications:** [Yes] [Approved by: Ed Sexton]

[Full Equalities Impact Assessment completed with EIA number: 1482]

**Climate Change Implications:** [No] [Approved by: John Chamberlain]

## Background Papers:

- Sheffield Care Sector Workforce Development Strategy
- Sheffield Adults Care and Wellbeing Equality Diversity Inclusion and Social Justice Delivery Plan
- Skills for Care Adult Social Care Workforce Strategy
- Sheffield City Council, Adult Social Care Strategy: Living the life you want to live 2022 – 2030.
- Department for Health and Social Care, integrating care: Next steps to building strong and effective integrated care systems across England
- Department for Health and Social Care, People at the Heart of Care
- Social Care Leaders, Vision for a future workforce strategy
- LGA workforce Standards

- Adult Health and Social Care, Care Governance Strategy and Quality Improvement Framework
- Sheffield Market Shaping – Adult Social Care
- Sheffield Market Sustainability Plan – Adult Social Care

## Appendices:

- Appendix 1: Sheffield Care Sector Workforce Development Strategy Delivery Plan 2023 – 2026 October Update.
- Appendix 2: Sheffield Care Sector Awards Nominations.
- Appendix 3: Sheffield Care Academy for Recruitment, Education and Support (CARES): Overview and Implementation.
- Appendix 4: EIA

## 1. Background to the Issue

- 1.1 The 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, the Council made a commitment to valuing the social care workforce, recognising the need for parity of esteem and that this is a key aspect of addressing workforce sustainability. In addition to stabilising and building capacity across the sector to ensure that we have the skills and experience to deliver excellent quality care across Sheffield.
- 1.3 This commitment was made in the context that Sheffield has: -
- **A growing demand for a social care workforce** - Approximately 17,500 social care sector jobs. With people living longer, Sheffield is projected to need 23% more job posts by 2035.
  - **An aging workforce** - 27% of our workforce is over 55 and are likely to leave the workforce in the next 10 years (approximately 3,700 of them).
  - **High vacancy rates** - Sheffield’s vacancy rate is 10.2% (approximately 1,400 posts). Compared to other local authority areas in Yorkshire and the Humber, Sheffield has higher rates of sick days and zero-hour contracts, and a lower average pay rate.
  - **Skills Shortage** - Only 47% of our staff are reported to hold a relevant adult social care qualification, which is lower than Yorkshire and Humber, but higher than England<sup>1</sup>.
  - **An increase in acuity and complexity of need since the pandemic.** With an aging population, there are expected to be more

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<sup>1</sup> Data from the Skills for Care, Adult Social Care Workforce Dataset 2022/23. Please note that only 43 percent of providers in Sheffield fill out this dataset and that new data will be published in October 2024.

than 13,000 people over 65 by 2030<sup>2</sup>. Locally, we need to anticipate and respond effectively to the changing health and care needs of the population over time.

- 1.4 To this end, the [Adult Care Sector Workforce Development Strategy 2023 – 2026](#) was approved and launched in March 2023. The Care Sector Workforce Development Strategy aligns well with local and national priorities and in particular the Strategy was developed in context of People at the Heart of Care<sup>3</sup> and Local Government Associations 'Vision for a Future Workforce Strategy'<sup>4</sup>.
- 1.5 Since 2023 there has been significant developments within the care sector. Skills for Care have undertaken activity to co-produce a national Workforce Strategy for Adult Social Care in England<sup>5</sup>. The Skills for Care workforce strategy sets out how to build and retain a first-class care workforce, including structured training and development, and improving pay and conditions to make social care a career aspiration.
- 1.6 These developments present a different landscape from when the original Workforce Development Strategy was developed in. This update to the Strategy is reflective of the developments nationally. We have framed the Workforce Strategy Delivery Plan in Appendix 1 within this context.
- 1.7 The report today provides an update on that promise for the 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.

## 2 Proposal

- 2.1 **Progress in Delivering Upon Workforce Development Strategy**
  - 2.1.1 The Adult Care Sector Workforce Development Strategy 2023 – 2026 Delivery Plan has been updated to reflect progress made against our Strategy since it was launched in March 2023.
  - 2.1.2 The timelines and themes within the Delivery Plan have been refreshed to better align with the skills for care Adult social care workforce strategy and to address the current care sector pressures. The updated Delivery Plan is included as appendix 1 and outlines the progress against our goals.
  - 2.1.3 The key themes for the updated strategy delivery plan are:
    - Sheffield Care Academy Recruitment Education and Support (Sheffield CARES)

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<sup>2</sup> <https://www.poppi.org.uk/index.php?pageNo=314&areaID=8384&loc=8384>

<sup>3</sup> <https://www.gov.uk/government/publications/adult-social-care-system-reform-next-steps-to-put-people-at-the-heart-of-care/next-steps-to-put-people-at-the-heart-of-care>

<sup>4</sup> [Our vision for a future care workforce strategy | Local Government Association](#)

<sup>5</sup> [Home - A Workforce Strategy for Adult Social Care in England \(skillsforcare.org.uk\)](#)

- Value, empower, and retain the Adult Care Workforce
- Creating a More Representative Adult Care Workforce
- Developing the Adult Care Workforce
- Attract and recruit the Adult Care Workforce
- Improving Conditions for the Adult Care Workforce

## **2.2 Sheffield Care Academy for Recruitment, Education, and Support (Sheffield CARES)**

- 2.2.1 A commitment was made to deliver a Health and Care Academy<sup>6</sup> to support recruitment and develop a high-quality care workforce in Sheffield. In January 2024, it was approved to commission the Health and Care Academy for a 2-year period running from 2024 – 2026 and to commission from an external provider.
- 2.2.2 The academy is a partnership between health and care organisations in Sheffield (including colleges, universities, user-led organisations, providers, citizens, and people who use services). To support the development of the academy a partnership governance board was established to provide strategic oversight of the development of the Care Academy.
- 2.2.3 Sheffield Care Academy has been named as the Sheffield Care Academy for Recruitment Education and Support (Sheffield CARES). More information on the development of the governance board and the engagement work undertaken to develop the academy can be found in Appendix 3: Sheffield CARES Overview and Implementation.
- 2.2.4 Offering a standardized approach to job advice, learning and development, work experience and apprenticeships, whilst also providing opportunities to gain management, specialist and leadership training. Sheffield CARES will use innovation and champion best practice to inform service delivery.
- 2.2.5 Sheffield CARES will be a hub to drive activity to develop the care sector workforce in Sheffield. This will help to address the longstanding issues affecting the adults care workforce in Sheffield.
- 2.2.6 The aim of Sheffield CARES is to:
- promote careers in care (pipeline recruitment)
  - improve the recruitment process for applicants and providers (recruitment)
  - support staff to stay working in care (retention)
  - improve the staff training offer (training)
  - promote the use of technology, digital, and innovation (innovation)
  - improve data collection and use data to drive our activities (data).

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<sup>6</sup> 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.

- 2.2.7 These activities will help to address the longstanding issues affecting the adults care workforce in Sheffield, including the need to recruit more care workers, fill current vacancies, and improve conditions for staff.
- 2.2.8 A phased approach is planned to implement Sheffield CARES. Initially the academy will be launched with a minimum viable offer which will include a website, care worker portal and initial projects to support the care workforce.
- 2.2.9 More information about the initial offer and longer-term projects are contained within Appendix 3: Sheffield CARES Overview and Implementation. The academy will be officially launched on 24th October 2024 with further engagement activities to support implementation throughout Sheffield from November 2024 onwards. The impact and sustainability of the academy will be reviewed as part of future updates to the policy committee.

### **2.3 Sheffield Care Awards for the Internal And Wider Workforce**

- 2.3.1 A commitment made to co-design interventions which improve staff recognition, value, and reward of the workforce.
- 2.3.2 Following the Sheffield Dignity Awards 2022, the Council committed to recognise and celebrate the diverse and compassionate care workforce from across the Sheffield region. To this end, the Council in partnership with key stakeholders across the care sector organised a Sheffield Care Awards ceremony for February 2025. The Care Awards will celebrate the care workforce and deliver recognition and value for the entire care workforce across Sheffield.
- 2.3.3 With over 50 award categories, this will be the biggest social care award ceremony that Sheffield has ever hosted. The Care Awards will showcase the wide range of career pathways and opportunities within the care sector, as well as celebrating the contributions from all areas of care including Sheffield's army of unpaid carers.
- 2.3.4 Award categories will span the width and breadth of the diverse care workforce, with nominations from across local authority, independent sector, voluntary, community and faith sector. Nominations are now open and the Nominations information is included at Appendix 2.
- 2.3.5 The Sheffield Care Awards will support the ambitions of the Workforce Strategy to value and empower the care workforce. The intention is that the Sheffield Care Awards will support ambitions to generate positive esteem throughout the wider public and media and showcase the care sector in Sheffield.

**2.4 Sheffield Adults Care and Wellbeing Professional Development Plan and LGA Workforce Standard**

2.4.1 To deliver upon our commitment to the Adults Care and Wellbeing workforce, a Professional Development Plan (PDP) was implemented to set enable the Council workforce to have the skills, knowledge, and experiences necessary to deliver quality outcomes for the people of Sheffield.

2.4.2 As part of the professional development plan, a commitment was made to achieving the LGA Employer Workforce Standard. Over the next 3 months, an audit of progress in achieving the standard will be undertaken in partnership with our adult care and wellbeing teams. This will inform an action plan to enable delivery on the standards by June 2025.

2.4.2 Key progress is as follows: -

2.4.3 Apprenticeships

- Increasing Social Worker Apprenticeships - The social work apprenticeship have increased from 5 to 10 places this year. Government funding has been used to support social work trainees and increase delivery.
- Development of Management Apprenticeships to support current and aspiring managers. 13 managers have expressed an interest in undertaking a management apprenticeship and are in the initial stages of the application process.
- Positive feedback has been received about the implementation of an apprenticeship programme for Occupational Therapists (OT). OT Services aim to expand apprenticeship and student placement opportunities to support with their ongoing development and understanding of the wider health and care sector in Sheffield.

2.4.4 Moving Up Programme

- The Moving Up Programme is delivered through Skills for Care and Supports Black and Asian Minoritised groups who are managers or aspiring managers looking to progress in their career but are facing blockages and resistance preventing them from doing so.
- The programme has had a significant impact on the participants who've taken part over the last 12 years. Internal Adult Care and Wellbeing Service staff who have attended the programme have given very positive feedback about how it has supported their development.
- One of our ambitions is to create a workforce which is representative of our diverse communities in Sheffield.
- To realise this aim its planned to commission up to 20 places for our workforce to access Skills for Care 'Moving Up Programme'. This should be communicated as part of the workforce development offer for eligible staff.

#### 2.4.5 Progression and Development

In line with the LGA Workforce standards, our priority is to promote continued development to maintaining best practice skills and knowledge and this is in keeping with the LGA workforce standards. Through our 'Grow your own' model we have successfully embedded progression pathways for social workers and social care practitioners and embedded our learning and development offer we have:

- Encouraged reflection on practice through 1:1s, supervision, self-assessment tools, practice quality audits and Personal Development Reviews to identify their learning needs. Staff have dedicated reading and reflection time to encourage this.
- A robust Assessed year in Employment (ASYE) programme with 26 newly qualified social workers registered, a significant increase on last year (15).
- 7 social workers have progressed to the level of experienced social workers over the past year (an increase of 2 on 2022-2023)
- 19 social care practitioners have progressed to social care practitioner level 2. This reflects the success of this route which was instigated in April 2023.
- 10 staff across the directorate are completing their level 3 trusted assessor training to enable them to respond much quicker when people need equipment or minor adaptations.
- Key staff across short term services (Home first) have now completed ROSPA level 4 training to equipment with the skills and knowledge to ensure moving and handling is proportionate and dignified.
- Pilot projects are being launched to test out AI and digital solutions to improve staff efficiency and generate interest in digital innovation.
- A return to practice/ preceptor scheme is being trialled for Occupational Therapy staff, new to the role to support professional development.

2.4.6 To promote learning and development, we have invested in a wide variety of resources to support ongoing CPD for staff across the sector. These include:

- **Go learn & Bookboon**, are SCC resources where all mandatory training and training is found, general training support for all in their practice can be found here <https://intranet.sheffield.gov.uk/hr/learning-and-development/go-learn>
- **Tri-X**. Here you will find key resources on Safeguarding Adults, The Care Act 2014, and the Mental Capacity Act 2005 and other legislation and best practice guidance. [Welcome to our Procedures for Adult Social Care \(trixonline.co.uk\)](#) This includes mandatory reading set's for staff from October of this year to ensure all remain up-to-date.
- **Research in Practice**. Teams have unlimited access to the site which supports evidence informed practice with children and families, young people and adults. Staff can register their work email address to get started [www.researchinpractice.or.uk/register](http://www.researchinpractice.or.uk/register)



- Both **Skills for Care** and **South Yorkshire Teaching Partnership** have a variety of courses to support professional development that we promote.
- **Royal Collage of Occupational Therapy** supply webinars support professional development that we promote.
- **Foundations bespoke training** and CPD information in relation to accessible housing and disabled facilities grants [www.foundations.uk.com](http://www.foundations.uk.com)
- **NHS** Edward Jenner and School for change agents both offer free bite-sized future leader's courses which although have a strong Health focus, also have some useful tips.
- We have collaborated with the Homeless and Head Injury research group to promote awareness of Acquired Brain Injury which has been held in person across the year.
- From September 2024 we began delivering in person Mental Capacity training for all frontline staff. This will be complemented by additional commissioned MCA training relating to more complex decision making by December 2024.
- We continue to work closely with The University of Sheffield and Sheffield Hallam University who offer modules and masterclasses relating to social work and social care practice. We have created a Research Governance framework and are keen to develop opportunities for staff to undertake research in 2025.

#### 2.4.7 LGA Standards Health Check

- An annual review of the LGA Employer Standards Health Check results for 2024 was completed. The themes inform ongoing development of the Professional Development Plan and achieving the LGA Employer Standard.

#### 2.4.8 The outcome of the recent OT health check standards was: -

- On the whole was positive with no answers in a negative weighting.
- Average overall responses to the 8 OT Health check standards was 69/100. The Y&H average is 71.
- Overall 'engagement with my job' was consistent with the regional average of 69/100. The lowest scoring was in relation to the ability to influence/ manage in change. This has been used to inform work around the transformation of OT services with OTs being involved and collaborating on all improvements across the E&A services.

#### 2.4.9 The outcome of the recent Social Worker health check standards was: -

- Registered Social Workers Health Check was also overall positive. The average overall positive responses to Workforce Experiences were higher in Sheffield (68) than Yorkshire and Humber (64) and Nationally (67).
- In relation to the overall Standards our average score was 74, this was equal to Yorkshire and Humber (74) and slightly lower than Nationally (76). We scored very well in areas such as "Strong and clear social work framework" (78) and lower in "Supervision" (67) bringing the overall average down. This was fed into our action planning.

- Our recent supervision audit (October 2024) 95% of the respondents have had supervision/ one-to-one in the last 3 months, increase of 3% on last year and 95% said that this met their needs, increase of 6%. 70% were undertaken on the Reflective Supervision Template, increase of 16%. This evidences the learning and supportive culture change supported and promoted by the Chief Social Workers Office teams, as a outcome of the feedback of the LGA Health Check, via the Critically Reflective Supervision training provided April to June of this year.

## 2.5 **Attract and retain to both the Internal and wider workforce**

- 2.5.1 As was highlighted in the Workforce Development Strategy nationally and locally one of the key challenges facing the care sector is the need to attract and retain a skilled workforce.
- 2.5.2 Due to the changes in demographics nationally with rising social care needs of the population, we need to attract people into the care sector and develop and retain those already working here.
- 2.5.3 The care sector needs to make sure that there are 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 into the sector.
- 2.5.5 The Workforce Development Strategy and Delivery Plan placed a focus on attracting and recruiting people into the care sector. Some of the highlights of activities during the last year includes: -:
- ‘Be the missing piece’ Marketing Campaign to grow and promote the care sector workforce
  - Targeted recruitment campaign to attract social workers into Sheffield City Council
  - Despite the National shortage of Occupational Therapists, the OT services are now fully recruited to with a mix of OT and OT assistant staff. In addition, we have recruited to the Principal Occupational Therapist role and recruited an Occupational Therapist to the service manager post.
  - Sheffield Health and Care Career Event at Sheffield City Hall to promote the wide range of roles from across health and care.
  - 4-stage recruitment programme in partnership with Sheffield City College to offer guaranteed interviews for level 1 Health and Social Care Students.
  - Expanded Sector Routeways programme in Health and Social Care which launched in 2024.
  - Continuing to promote and develop Sector based Work Academy Programmes in partnership with Job Centre Plus.
  - Successful apprenticeship offers for Occupational Therapists and Social Workers within Sheffield City Council.
  - Over 60 bursaries delivered in partnership with ADASS to support ethical international recruitment for the care sector in Sheffield.

2.5.6 The development of Sheffield CARES will support the ambitions to attract and recruit more people into the care sector in Sheffield. More information can be found in Appendix 3: Sheffield CARES Overview and Implementation.

## 2.6 **Workforce Engagement Programmes with the wider Workforce**

2.6.1 Our priority is to involve the voices of our workforce are heard, listened to and valued.

2.6.2 To that end, over the last year there has been engagement with the care sector through the Sheffield Workforce Engagement Board, development of Sheffield CARES and through Sheffield Care and Wellbeing Behaviour and Values Workshops as a partnership with care and wellbeing providers, workforce development, commissioning and social work teams to explore and agree shared values and behaviours for productive joint working.

2.6.3 Over 24/25 its planned to implement the following to enable engagement across the whole sector:

- Dedicated Care Sector Workforce Forums to champion best practice, information sharing and learning. This includes topics focusing on International Recruitment, Equality Diversity and Inclusion and Wellbeing for 2024/25. These will be launched in December 2024 and include the opportunity for online and in person forums.
- Use of Sheffield CARES to give care workers in the city a place to come together to share best practice and support each other. Initially we will seek to develop an online forum, but in 2025 we will explore ways to implement in-person networks for care workers.

## 2.7 **Social Care Workforce Wellbeing**

2.7.1 The wellbeing of all social care workers is crucial to reduce stress, burnout and improve care quality. Poor wellbeing leads to high vacancies, lower care quality and increased sickness absence (there were 8.1 million days lost in the care sector nationally in 2022 - 23)<sup>7</sup>.

2.7.2 In 2024 Support Social Care Heroes was commissioned to deliver practical wellbeing support to the care sector workforce in Sheffield. This included:

- Developing Wellbeing Pods throughout Sheffield, currently there are 4 in places across areas of Sheffield which care workers can access.
- Delivering practical health and wellbeing sessions to care sector workers. These are 30 minute 1-1 sessions on Tuesdays and Thursdays delivered in the wellbeing pods or in care provider premises across Sheffield. Sessions are bookable online by care staff or their managers from all sectors of the care sector. Since June 2024 over 70 sessions have taken place with care workers.

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<sup>7</sup> [The State of the Adult Social Care Sector and Workforce 2023 \(skillsforcare.org.uk\)](https://skillsforcare.org.uk)

- Offering advice and support to workers including health checks, menopause awareness sessions, financial wellbeing, and support for overwhelmed managers.
  - Monthly 'Hero Awards' to celebrate care workers contributions.
- 2.7.3 Sheffield CARES will aim to further develop and deliver wellbeing support to the wider care sector throughout 2024/25 as a partnership with the sector.
- 2.7.4 This will include, exploring how we can take forward initiatives such as ECHO; Training and education is led by a specialist 'Hub' to multiple other participant learning sites, for example Care Homes, and GPs, to share knowledge and expertise through virtual meetings, teaching sessions and case presentations. Together, ECHO participants can discuss particular cases which they have found challenging to manage and determine the best course of action together.
- 2.8 **Unison and GMB Ethical Care Charters**
- 2.8.1 The local authority has signed up towards achieving [UNISON's Ethical Care Charter](#) and [GMB Homecare Commissioning Charter](#).
- 2.8.2 Both charters support the conditions and quality of home care services nationwide. It commits the Council to a set of standards and includes several recommendations to achieve this. Delivery of the Charters aligns with the Council's values, plans and ambitions.
- 2.8.3 The over-riding objective behind the Charter is to establish a minimum baseline for the safety, quality, and dignity of care by ensuring employment conditions which ensure the recruitment and retention of a more stable workforce through more sustainable pay, conditions, and training levels.
- 2.8.4 The Council is working towards meeting all aspects of the Charter Standards. Its planned to undertake a full audit as a partnership between Trade Unions, providers working within the Care and Wellbeing Home Care Contract and commissioners to determine progress in meeting the standards over the next 3 months and agree actions so that the standards can be met by December 2025.
- 2.8.5 An update will be provided at the next Workforce Strategy Update with the outcomes of the workshops and progress made.

### **3 How does this decision contribute to the Council Plan?**

- 3.1 **Council Plan outcome**
- 3.1.1 This proposal directly supports the Council Plan outcomes. In particular outcome 3. This is 'people live in caring, engaged communities that value diversity and support their wellbeing'.
- 3.1.2 We will work with communities to ensure people can access support and live the lives they want. In particular this proposal is supporting people to access care which is appropriate and in line with their needs and wishes.

3.1.3 This proposal will support people to access high quality care and support at the right time and place so people can be independent for longer and stay safe. This proposal directly addresses issues surrounding capacity and sufficiency of access to care in Sheffield. This proposal will support the Council to develop a high quality workforce which is fit for the future.

### 3.2 **People – Prosperity - Planet**

3.2.1 The wellbeing of Sheffielders drives the work of the Council. We want more people to live long, independent and fulfilling lives free from harm and poverty. We will actively engage with residents and community partners to understand the challenges they face and the solutions they want to see, working together to deliver these and facilitating others to take the lead when they are best placed. This proposal supports our triple lock of People, Prosperity and Planet.

### 3.3 **City Goals**

3.3.1 This proposal supports our City Goal of ‘a caring and safe Sheffield’.

3.3.2 We have diverse and accountable leadership that listens, is trustworthy, effective and inspiring, putting inclusion, expertise and diversity at the heart of decision-making

3.3.3 We continuously strive to live, play and work free from racism, with zero tolerance for all forms of hate, discrimination and stigma in any corner of our lives where all our voices are heard and acted on equally, and we feel the respect and celebration of each other's histories, heritage and cultures across the city

3.3.4 This proposal meets the ASC outcome/s that are set out in the ASC Strategy in several ways:

- *Active and independent*
- *Connected and engaged*
- *Aspire and achieve*
- *Efficient and effective*

3.3.5 This proposal also supports a broad range of strategic objectives for the Council and city, and is aligned with existing policies and commitments, including:

- *ACP Workforce Development Strategy<sup>12</sup>: a vision of ‘developing our people in a joined-up way to deliver holistic, person-centred and integrated care’.*
- *Unison Ethical Care Charter<sup>13</sup>: signed up to by SCC in 2017<sup>14</sup>, the Charter ‘establishes a minimum baseline for the safety, quality and dignity of care’*

3.3.6 Under the Equality Act 2010, Sheffield City Council is subject to the Public Sector Equality Duty (PSED) general duty in relation to the 9 protected characteristics\* to: Eliminate discrimination, harassment, victimisation.

- 3.3.7 Advance equality of opportunity. Foster good relations between groups of people. Having due regard to the need to advance equality of opportunity involves: Removing or minimising disadvantages suffered by persons, taking steps to meet the needs of persons that are different and encouraging people to participate in public life or other activity when participation is disproportionately low.
- 3.3.8 Having due regard to the need to foster good relations involve the need to tackle prejudice and promote understanding. This delivery plan will support the Council with its overall aims to reduce inequality and supports the Adults Care and Wellbeing Directorate strategic priority to deliver a care sector workforce which is representative of our diverse communities in Sheffield.

#### **4 What community or partner engagement has been undertaken and how has it informed the proposal?**

- 4.1 There has been a series of engagement activity to support the development of Sheffield CARES, a breakdown of this engagement is contained within Appendix 4. A series of engagement activities were undertaken to develop the Professional Development Plan under Appendix 2 and 3.
- 4.2 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.
- 4.3 There is a commitment to deliver Sheffield Care Sector Workforce Forums to continue 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.

#### **5 What alternative options did we consider?**

There is no clear alternative to an adult social care strategy. The strategy is needed – we have an obligation to deliver one under the Care Act.

##### **5.1 Alternative Option 1:**

- 5.1.1 The strategy could have been a shorter-term vision. This was rejected because:
- there are significant challenges facing the social care system that are more long term in nature (such as training and recruitment of a quality workforce) so require longer term thinking.
  - a shorter-term strategy would likely only be able to focus on the current challenges.

- market shaping needs a longer-term vision to allow local providers to develop the mix of services we're looking to deliver whilst remaining stable national drivers, such as new legislation, are in development but we cannot continue to wait for them to be finalised – we have a clear enough picture to be able to drive local transformation.

## 5.2 **Alternative Option 2:**

5.2.1 The strategy could have been smaller in scale, looking only to affect internal council services. This was rejected because:

- The scale of the challenges faced by adult social care need a system wide approach to be tackled effectively.
- Section 6 of the Care Act sets out the Council's duty to make arrangements for ensuring co-operation on the functions of relevant bodies in the local authority area relating to adults with needs for care and support and their carers. This includes those we have defined in the strategy as the adult social care system: the people and organisations that are involved in providing adult social care. Our strategy should reflect this approach.

## 6 How has equality, diversity and inclusion been actively considered?

- 6.1 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.
- 6.2 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 3) annually in line with this delivery plan.
- 6.3 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.
- 6.4 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.

## **7 Financial and Commercial Implications**

- 7.1 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.
- 7.2 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 assumed to be non-recurrent funding and is only available until 24/25.
- 7.3 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 through the Business Planning process, subject to approval.

## **8. Legal Implications**

- 8.1 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

- 8.2 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, care 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”.
- 8.3 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.

## 9. Climate and Environmental Implications

- 9.1 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.
- 9.2 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.

## 10. Other implications

- 10.1 There are no other implications which need to be considered as part of this report.

## 11. Reasons for decision

- 11.1 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.
- 11.2 Noting the planned Sheffield Care Sector Workforce Forums and Workforce Celebration & Recognition Event gives public commitment towards valuing our social care workforce.

