

Appendix 3 - Consultation and Co-design Approach

The following report details the process of developing the Sheffield City Council Adult Social Care (ASC) Workforce and Development Strategy (WDS) 2023 – 2026. This report is split into key phases of activity:

1. **Pre-strategy engagement – September 2020 – February 2022**
2. **Engagement and focus groups – February 2022 – November 2022**
3. **Consultation – October 2022 – January 2023**

Pre-strategy engagement phase

The Adult Health and Social Care (**AHSC**) Strategy and delivery plan sets out our vision for 2022 to 2030. 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.

Within the AHSC strategy there is a strong focus on workforce activity. Commitment 5 in the strategy seeks to ***'Recognise and value the unpaid carers and the social care workforce and the contributions that they make to our city'***.

The AHSC strategic delivery plan outlines our aim ***to 'deliver a long-term workforce plan which empowers and values the Adult Social Care (ASC) workforce, is representative of our diverse communities and sets out how we will improve recruitment, retention and improve conditions for all social care workers in Sheffield'***.

We have used the above as the vision for the **ASC WDS 2023 – 2026**. The vision is a core element of the ASC WDS. We used the vision along with feedback and evidence gathered as part of the engagement and consultation phase outlined in this document to steer and direct the priorities for the **ASC WDS 2023 - 2026**.

The **AHSC Strategy** was launched in March 2022 at the AHSC Committee. In the development of this strategy extensive consultation and engagement activity took place ([See Strategy Consultation and Codesign Report March 2022](#))

We have used this evidence gained as part of the AHSC Strategy to support the development of the **ASC WDS 2023 – 2026**. The key priorities and areas for development identified relating to workforce and development were:

- **We need to listen to social care users and workers**
- **Carers need support and to be listened to**
- **Integration between health and social care needs to improve**
- **Workers need to be supported and well trained**
- **More money is needed in the system**

Feedback gathered as part of the development of the **AHSC Strategy** has been used to support with the development of the **ASC WDS 2023 - 2026**.

We took feedback gathered above along with evidence gathered from other change activity listed below to support the generation of key themes and interventions which formed the initial draft **ASC WDS 2023 -2026**.

Below is a summary of further pre-engagement work undertaken as part of change activity taking place across the ASC Change Programme within SCC.

Engagement activity as part of recommissioning of services:

Engagement activity from across commissioning activity has been linked into this work including homecare, care homes and individual payments. Engagement activity took place across 2021 and 2022.

Sheffield City Council Marketing Shaping Statement and Delivery Plan

Key actions relating to workforce raised as part of the Sheffield City Council Marketing Shaping Statement and Delivery Plan have been taken into consideration and supported the development of the **ASC WDS 2023 – 2026**.

Supported Living – Workforce Workshop – 16/6/22

Attendance from 14 care providers to discuss issues and priorities relating to workforce.

Key areas were raised relating to recruitment & retention. Common themes from the workshop have been summarised and listed below:

- More equality in pay and conditions across AHSC
- Learning and development – providers said they would like to see shared learning and development between providers and Sheffield City Council (SCC).
- More training aligned to wider AHSC.
- Placements - increased uptake with social workers & medical students in social care
- Shared competency and qualification standards – more professionalised workforce with reduced duplication
- Shared advertisement of vacancies
- Centralised bank of care staff – reducing using agencies
- ASC marketing campaign
- Increasing uptake of apprenticeships and internships

Care Homes Commissioning and Delivery Plan 2022 – 2024

Work was undertaken to develop and launch a Care Homes Commissioning and Delivery Plan. The **ASC WDS 2023 – 2026** has considered points raised relating to workforce in development of the strategy.

These include:

- Well paid and skilled workforce
 - People value carers /staff who are highly skilled and good at their job

- People recognised the issues with recruitment and retention of care workers
- There was a recognition about the low fees and rates of pay offered to care workers

Homecare Transformation Programme

Large scale recommissioning activity for new Care and Wellbeing Service within SCC which was approved through **AHSC Committee** in June 2022.

There has been an innovative approach taken to workforce as part of the recommissioning activity. Some of the proposals include changes to commissioning specification relating to learning and development pathways & standards, international recruitment, and management standards.

Learning from this programme has been included in the development of the **ASC WDS 2023 – 2026**.

Individual Payments

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

This strategy has been considered as part of the development of the **ASC WDS 2023 – 2026**.

Internal Sheffield City Council Engagement

There has been engagement activity undertaken as part of improvement planning exercise to support care governance in SCC.

Activity was undertaken throughout 2021/22 with SCC ASC internal workforce. Activity took place via team meetings with services in People Portfolio Adults Services.

Below are the key themes and priorities raised as part of activity specifically relating to workforce:

- Learning and Development offer for SCC workforce
- Personal Development Reviews (PDRs) - identification of learning and development requirements as part of PDR process
- Induction for new workers should improve with a consistent approach which captures best practice
- Pay and Benefits for workers
- Clear progression routes supported by development offer
- Review use of Practice Educators and Assessed and Supported Year in Employment (ASYE)
- Learning and development plans co-produced with SCC teams and services
- Make better use of E-Learning
- Team learning sessions should be available across all teams

- Review ELMA content
- Better recruitment of students
- Promoting positive culture within SCC
- Update supervision policy and service design

Additional engagement and focus group phase

Activity listed under pre-engagement formed the background and initial key themes of our first draft of the **ASC WDS 2023 - 2026**. A SCC operation group was formed from key partners within the Council to support with the development of the strategy. The operational group approved the key themes of the **ASC WDS 2023 – 2026** for the draft strategy and the communication and engagement approach.

Once key themes were agreed for the **ASC WDS 2023 - 2026** we carried out further engagement activity including focus groups with targetted staff cohorts from across ASC. Focus groups supported the refinement of intervention and themes which formed the basis of the **ASC WDS 2023 – 2026**.

ASC Summit 2022

A workforce workshop was held at the SCC ASC Summit event held on 8th November 2022. The ASC Summit brought together partners from across health and social care with approximately 80 attendees in attendance.

The workforce workshop focused on how we can work together to develop interventions to value and recognise the workforce.

Attendees said that we should focus on:

- Improving pay and conditions including parking, with a more equitable pay offer across sector and regionally
- Recognise the value of care workers
- Work with providers to see what they do on a day to day basis
- Develop a more systematic and joined up approach to change things in ASC
- More joined up learning and development offer across ASC
- Quality assurance in training offer across ASC
- Improved communication & codesign approach with more involvement of commissioned sector in design of services
- More manageable workloads across ASC
- Clear career progression routes including for placements and apprenticeships
- Exploration of marketing the benefits of ASC
- Review HR processes across ASC
- Implement exit interviews and analyse trends for people leaving ASC
- Shared induction offer with chance to learn from other areas across AHSC
- Placement opportunities across H&SC

Focus Groups:

During November and December 2022, a number of focus groups were convened, specific to staff groups within the health and social care system.

Focus group attendees were provided, prior to the meeting, with a draft copy of the WDS and invited to give their views on the document, ask questions, and give suggestions. Attendees were asked to give their workforce priorities.

In total, there were 4 sessions, each tailored towards a particular staff group. Internal SCC workforce, residential care home staff, non-residential care staff and independent sector care workers employed via Direct Payment. In total there were 3 number of attendees for the SCC workforce, and 5 for the non SCC workforce. While these numbers were less than could have been wished, the feedback and questions arising were valuable. The lack of attendance reflects a similar recent exercise that was well attended.

The focus groups represent part of the process of staff co-production of the WDS.

Strategic Review Consultation phase

Consultation took place in two phases; the initial consultation took place from 31st October 2022 to 12th December 2022. The aims of the consultation were to seek views on vision for the WDS which was taken from the ASC Strategy commitment 6. We also sought views on the key elements of the draft strategy and how to measure its success, and to invite involvement in coproduction to turn the strategy into actions and outcomes. We received 10 responses to this initial consultation.

Breakdown of engagement by role:

Option	Total	Percent
Someone supported by adult social care	1	10.00%
Unpaid carer	1	10.00%
Social care worker	6	60.00%
Health care worker	0	0.00%
Voluntary sector worker	0	0.00%
Councillor or other council worker	1	10.00%
Member of the public with an interest	0	0.00%
Other	1	10.00%
Not Answered	0	0.00%

90% of respondents thought that the vision of the WDS was the right focus for the strategy.

Respondents overwhelmingly told us that there was no single issue which should be the focus for the strategy. Instead, they suggested that we need to focus on

recruitment, retention, equalities, learning and development and valuing the workforce.

Key feedback from the consultation focused on:

- Addressing equality in ASC
- Better publicity for ASC roles in national press coverage
- Addressing pay and conditions
- Better learning and development offer
- Easier role progression

The feedback was considered and included within our WDS.

[Consultation phase draft strategy](#)

The second phase of consultation sought views on the WDS. This consultation ran from 14th December 2022 – 15th January 2023. Unfortunately, we received no responses from this consultation so could not include any responses within this document.

To ensure that the draft WDS was given scrutiny prior to publication we have carried out a series of engagement activities with key strategic partners to seek views on the strategy. This included attendance at the Sheffield ASC Workforce Board.

Feedback and comments were very positive, with changes to the WDS reflective of any points raised.