

Sheffield Adults Care and Wellbeing Equality, Diversity, Inclusion and Social Justice Delivery Plan

2024 to 25

Adults Care and Wellbeing Equality, Diversity, Inclusion and Social Justice Workforce Delivery Plan 2024 – 2024

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 Delivery Plan is structured around five priorities, which are: -

- Priority 1 - Knowing our workforce and communities.
 - Priority 2 – Partnership and Accountability.
 - Priority 3 - Practice, Learning and Development
 - Priority 4 – Active and Independent Living
- Priority 5 - Creating a Safe, Inclusive Work Environment

Our Commitment to Equality – Our Delivery Plan

Equality and diversity are essential components of social care. Good equality and diversity practices make sure that the services provided to people are fair and accessible to everyone. They ensure that people are treated as equals, that people get the dignity and respect they deserve and that their differences are celebrated.

The strength of social care is in celebrating, valuing, and recognising what makes people unique. It is vital that the adult social care workforce reflects population of Sheffield in, and that our workforce have the support and conditions to deliver practice which can deliver on our ambitions.

This Delivery Plan aims to support our ambitions by setting out:

- 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.

Why Equality, Diversity, Inclusion and Social Justice is Important.

Equality and diversity are essential components of social care. Good equality and diversity practices make sure that the services provided to people are fair and accessible to everyone. They ensure that people are treated as equals, that people get the dignity and respect they deserve and that their differences are celebrated.

The strength of social care is in celebrating, valuing, and recognising what makes people unique. It is vital that the adult social care workforce reflects population of Sheffield in, and that our workforce have the support and conditions to deliver practice which can deliver on our ambitions. This is particularly important for adults in need who, because of a disability, illness or their age, are unable to take adequate care of themselves and keep themselves from harm.

Anti-discriminatory practice is fundamental to the ethical basis of care provision and critical to the protection of people's dignity. There are four main acts relating to equality and diversity, which Adult Social Care have a legal responsibility to ensure is embedded in our practice and commissioning of care: -

- **The Equality Act 2010** – this legislation provides protection against discrimination for people who possess one or more of the nine specific protected characteristics. The protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. To discriminate against any of these characteristics is a breach of the law.
- **The Human Rights Act 1998** – this legislation outlines the basic human rights and principles of equality. The 'FREDA' acronym helps you to remember what is covered by the Act: Fairness, Respect, Equality, Dignity and Autonomy.
- **The Mental Capacity Act 2005** – the Deprivation of Liberty Safeguards (DoLS) aim to help people who lack the capacity to maintain their independence, dignity, and the right to freedom. The DoLS aid vulnerable individuals to maintain their right to dignity and equality.
- **The Care Act 2014** – this legislation provides six key principles which should underpin all work with vulnerable adults. This includes ensuring that adults receive support that's personal to them, chosen by them and has their consent.

The Equality Act 2010 also places an equality duty on public bodies; it came into force on 5 April 2011. The equality duty intends to ensure that public bodies are proactive in eliminating unlawful discrimination, advancing equality of opportunity and fostering good relations. They must consider equality issues in everything they do with regard to the protected characteristics.

This means the local authority has a duty to consider the diverse needs of the individuals they serve, minimising disadvantage and ensuring the inclusion of under-represented groups. It must ensure that those organisations carrying out duties on its behalf also comply with this duty. Service providers must comply with equalities law and the commissioning authority must ensure providers are able to meet the requirements of the law.

This delivery plan takes into consideration all of the above. More information can be found at SCIE: - The Care Act: [Key social care legislation | SCIE](#)

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Ambition: Sheffield Adult Care workforce is representative of our diverse communities in Sheffield and feel engaged with the work they do.

Context: Equality and diversity are essential components of social care. Good equality and diversity practices make sure that the services provided to people are fair and accessible to everyone. They ensure that people are treated as equals, that people get the dignity and respect they deserve and that their differences are celebrated. The strength of social care is in celebrating, valuing, and recognising what makes people unique and supporting them to overcome challenges. To do this, it is vital that the adult social care workforce reflects the society we live in, and that people feel included and treated equally.

In our Care Sector Workforce Development Strategy, we made a commitment to develop a more representative adult social care workforce in Sheffield. This Delivery Plan outlines what actions we are taking to make this a reality. This Delivery Plan also shows how we are meeting our Public Sector Equality Duty. We have framed our Delivery Plan against the ADASS (Association of Directors of Adult Social Service) recognised best practice of 15 principles of Diverse by Design.

Accountable Officer: Strategic Director Adult Care and Wellbeing

Accountable Committee/ Board: Adult Health and Social Care Policy Committee

Priority	Milestone/action	SCC (Sheffield City Council) Equalities Objective Alignment	By when	Lead	RAG
Page 48 Knowing Our People and Communities	Knowing our Communities - We will monitor Sheffield population data and the data of people in receipt of care. We will analyse this data for any trends relating to EDISR (Equality, Diversity, Inclusion and Social Justice) to inform Social Care projects, commissioning and decision making. We will use this intelligence to influence service deliver, commissioning intentions and future EDISJ interventions and an update to the plan.	Objective 1: Strengthen knowledge and understanding of our communities.	2024 - 26	Adults Care and Wellbeing Senior Diversity Champions	
	Engagement with our Communities – As a follow up from the Festival of Involvement, we will commission a dedicated engagement exercise with individuals and carers who access support and social care and in particular those who are most likely to experience inequality in experience or outcomes. This will then inform continuous improvement and engagement, commissioning and targeted interventions which promote fairness and equity of experience.	Objective 1: Strengthen knowledge and understanding of our communities.	2024 - 26	Assistant Director Commissioning and Partnerships	
	Knowing our Care Sector Workforce - Complete an analysis of our current social care workforce including benchmarking and completion rates of the Skills for Care Adult Social Care Workforce Data Set (ASCWDS) to target interventions which increase providers completion of workforce data set, inform Social Care projects, commissioning and decision making and inform further workforce development and planning activities.	Objective 1: Strengthen knowledge and understanding of our communities	2024 - 2026	Sheffield Workforce Engagement Board	
	Adult Care Workforce Performance Dashboard – As part of our cycle of assurance, we will implement an EDISJ dashboard and use this to both report on our performance in implementing this plan as well as target improvements using data relating to recruitment and selection, learning and development, new starter and leaver information and HR (Human Resources) casework etc.	Objective 1: Strengthen knowledge and understanding of our communities.	2024	SCC HR / Adults Care and Wellbeing Workforce Development Manager	
	Engaging with our Care Sector Workforce – We will develop a range of engagement activity, include survey's, to gain care sector workers in Sheffield across the sector (Council and Independent) feedback on their lived experiences. This will include EDISJ and wider workforce development and inform future developments of the EDISJ Plan.	Objective 1: Strengthen knowledge and understanding of our communities	2024 - 2026	Sheffield Workforce Engagement Board	
	Equality Impact Assessment - Carry out equality impact assessments, where relevant, to consider the effect of proposals, projects, and strategies on different groups.	Objective 1: Strengthen knowledge and understanding of our communities	2024 - 2025	Adult Care Leadership Team	
Partnership & Leadership	Our Partnerships – Develop and deliver joined up approaches with colleagues across the Council, Care Sector and City so that our approach to equality, diversity, inclusion, and social justice.	Objective 1: Strengthen knowledge and understanding of our communities.	2024	Adults Care and Wellbeing Senior Diversity Champions	
	Appointing Senior Diversity Champions - We will formally appoint Senior Diversity Champions for Adults Care and Wellbeing who will have responsibility for raising equality issues at leadership meetings, ensuring that EDISR is considered when making decisions within the directorate and sponsoring directorate EDISR delivery plan.	Objective 3: Lead the city in celebrating diversity and promoting inclusion.	2024	Director of Adults Health and Social Care	

	Appointing Sector Wide Diversity Champions - We will seek EDISR Champions from across the Sector from our providers to enable collaboration and sharing of best practice across the sector.		2024 - 2025	Sheffield Workforce Engagement Board
	Role Models and Positive Stories - We will promote positive stories from our sector wide workforce which promote equality, diversity, inclusion, and social justice in practice.	Objective 3: Lead the city in celebrating diversity and promoting inclusion.	2024	Adults Care and Wellbeing Senior Diversity Champions
	Inclusive Leadership - We will co-develop and implement a sector wide inclusive leadership charter and leadership development programmes which supports our current and future leaders to be inclusive leaders and enables sharing of best practice across the sector.	Objective 5: An Anti-Racist Organisation and City.	2024 - 2027	Sheffield Workforce Engagement Board
	Policies & Stereotypes (SCC) - We will review our policies and procedures in partnership with colleagues across the Council and wider partners to ensure that they are free from stereotype and promote equality, diversity and inclusion.	Objective 5: An Anti-Racist Organisation and City.	2024 – 2025	Chief Social Work Officer
	Polices & Stereotypes (Care Sector) – Through our recommissioning programmes and contract monitoring gain assurance that all commissioned organisations have policies and procedures in place that are free from stereotype and promote equality, diversity, and inclusion.	Objective 5: An Anti-Racist Organisation and City.	2024 – 2026	Assistant Director Adult Commissioning and Partnerships
Practice, Learning and Development Page 49	Rethink Equalities Training (SCC) - We will implement refreshed EDISJ training for Adult Care Workforce so that our workforce can lead and talk about EDISJ. This will include: <ul style="list-style-type: none">Updated Mandatory EDISJ TrainingRacial Literacy and Cultural Competency TrainingTargeted Anti-Racism TrainingSenior Leadership Training Holistic EDISJ Training that addresses all protected characteristics beyond race, such as gender, sexual orientation, disability, age, and more	Objective 5: An Anti-Racist Organisation and City.	2024 - 2026	Chief Social Work Officer Operations Director
	Quality EDISJ training across the Care Sector - Through our quality assurance and engagement with providers and our care sector workforce, we will work with providers to ensure all of our care workforce can access: - <ul style="list-style-type: none">Quality equality and diversity training.Holistic EDISR training including Racial Literacy Training and Cultural Competency TrainingFair, transparent, inclusive, and unbiased recruitment practice training.A minimum level of mandatory training for staff with a central focus on providing person-centred and culturally appropriate care.	Objective 5: An Anti-Racist Organisation and City.	2024 - 2026	Sheffield Workforce Engagement Board Assistant Director Adult Commissioning and Partnerships
	Talking about EDISJ - We will work with partners, council workforce and care providers to promote inclusivity events, forums, and workshops to share best practice and learning and having open forums to discuss EDISJ across the sector. This includes commissioning of a programme which promotes and enables discussions about EDISJ across the sector.	Objective 5: An Anti-Racist Organisation and City.	2024 - 2026	Sheffield Workforce Engagement Board
	Practice Based Scenarios – Develop practice-based scenarios, which promote and develop practice-based learning to enable implementation of practice standards and ongoing learning.	Objective 5: An Anti-Racist Organisation and City.	2024 - 2026	Chief Social Work Officer
	Safeguarding - Complete a review of rights and responsibilities of organisations in regard to safeguarding. This will then inform a gaps analysis and targeted interventions where inequality of access to safeguarding is identified.	Objective 3: Lead the city in celebrating diversity and promoting inclusion	2024	Chief Social Work Officer
Active and Independent Living	Advocacy - Complete a review and recommissioning exercise of Advocacy Services so that Advocacy is representative of our population and can support a discussion to ensure the needs of individuals are fully met – this aligns to recommission of Advocacy agreed on September 2023 and SACMHA Speak Up report.	Objective 3: Lead the city in celebrating diversity and promoting inclusion	2024	Assistant Director Adult Commissioning and Partnerships
	Direct Payments - Continue to implement and embed our Direct Payments and Personalisation Programme to ensure that our offer is representative of population of Sheffield and in particular culturally appropriate support is available for people in different aspects of managing a direct payment, provided by organisations rooted in different communities. This aligns to Direct Payments Strategy Agreed on December 2022 and the SACMHA Speak Up Report.	Objective 3: Lead the city in celebrating diversity and promoting inclusion	2024 - 2025	Assistant Director Adult Commissioning and Partnerships
	Complaints and Concerns – In partnership with providers and Healthwatch, commission a review of accessibility of complaints information so individuals and carers have easily accessible information on how to raise a concern or complaint about a service. This aligns to our Complaints improvement process, learning from festival of involvement and SACMHA Speak Up Report.	Objective 3: Lead the city in celebrating diversity and promoting inclusion	2024 – 2025	Assistant Director Adult Commissioning and Partnerships

	Unpaid Carers and Families – In line with our Carers Delivery Plan, SACMHA Speak Up Report and learning from festival of involvement to continue to build our practice and interventions to identify unpaid carers and include or consult carers about the person they care for, where consents has been provided,	Objective 3: Lead the city in celebrating diversity and promoting inclusion	2024 – 2025	Operations Director
	Homecare, Supported Living, Day Activities, Respite, Residential – Mobilise and implement our new long term provision which delivers continuity of provider and in particular focus on embedding person centred and culturally appropriate care as part of the new arrangements.	Objective 3: Lead the city in celebrating diversity and promoting inclusion	2024 - 2026	Assistant Director Adult Commissioning and Partnerships
	Quality Assurance and Market Sustainability – In line with our priority towards quality of care, our focus on market development, development of Quality Framework and our refreshed governance to invest in and review of our quality monitoring and improvement arrangements. As part of this, ensure transparency of learning and feedback so that learning informs continuous improvement.	Objective 3: Lead the city in celebrating diversity and promoting inclusion	2024 - 2025	Assistant Director Adult Commissioning and Partnerships
	Integrated Working - Continue to develop and promote integrated and joined up ways of working so that we are working in partnership with city wide colleagues to understand the diverse health and care needs of people and our local communities and care is joined-up, flexible and supports choice and continuity.	Objective 3: Lead the city in celebrating diversity and promoting inclusion	2024 - 2025	Assistant Director Adult Commissioning and Partnerships
	Race Equality - Coproduce an action plan with organisations across the sector to enable delivery of the Skills for Care Social Care Workforce Race Equality Standard in Sheffield	Objective 1: Strengthen knowledge and understanding of our communities.	2024 - 2026	Sheffield Workforce Engagement Board
	Our Standards - We will ensure that our staff are treated fairly and with respect across the Care Sector and work with both Council and Care Providers to enable enactment of acceptable behaviours policy and ensure that our staff have appropriate equipment and training for lone working.	Objective 5: An Anti-Racist Organisation and City	2024	Sheffield Workforce Engagement Board
	Disability Friendly Employer - We will contribute towards Sheffield City Council becoming a Disability Friendly employer and with that reach Disability Confidence Level 3. We will also undertake work to further understand and respond to views from for disabled staff to ensure that the feedback is used meaningfully to create an inclusive work environment as well as work with the care sector to determine opportunities for employers across the Care Sector to also become Disability Friendly Employers.	Objective 2: Ensure our workforce reflects the people that we serve.	2024 - 2026	Chief Social Work Officer
	Unpaid Carers - We will increase awareness about the support available to unpaid carers both across Sheffield City Council and across Care Sector to ensure unpaid carers who are also in employment in the sector are supported, aligned to the ambitions of the Carers Delivery Plan.	Objective 2: Ensure our workforce reflects the people that we serve.	2024 - 2026	Chief Social Work Officer Operations Director
	Engagement and Improvement - We will support implementation, advertise, and promote Equality Hubs as a way of promoting engagement and discussion regarding themes and issues arising relating to EDISJ. The feedback will inform ongoing improvement and development of actions to create an inclusive work environment.	Objective 5: An Anti-Racist Organisation and City	2024	Chief Social Work Officer
	Redefine equality and fairness - We will promote and implement career development pathways across the Care Sector and Council Workforce through: <ul style="list-style-type: none"> Promoting Skills for Care development programmes, such as Moving Up, Forefront Implement a joint health and social care learning and development and career pathway offer in Sheffield. Assuring that staff have annual PDRs (Personal Development Review) and regular supervisions. This will be monitored as part of our Workforce Performance Dashboard for Council staff. Review ways to remove barriers and increase the diversity of senior leaders across the Care Sector. 	Objective 2: Ensure our workforce reflects the people that we serve.	2024	Sheffield Workforce Engagement Board Chief Social Work Officer
	Raising Concerns - We will make sure that all staff across Care Sector have an appropriate and anonymous route to raise concerns relating to EDISR and discrimination. We will make sure that our staff have confidence in how we report and respond to discrimination	Objective 5: An Anti-Racist Organisation and City.	2024	Adults Care and Wellbeing Senior Diversity Champions
	We will engage with partners to support care sector staff networks in Sheffield.	Objective 5: An Anti-Racist Organisation and City	2024 - 2026	Sheffield Workforce Engagement Board
	Rethink Recruitment Practices - We will ensure that our recruitment practices are fair and unbiased. This will support our aim to have a workforce that is representative of our diverse population by removing bias from our recruitment processes and apply recruitment processes in a consistent way. This will include: <ul style="list-style-type: none"> embedding fair and unbiased recruitment processes, including recruitment and selection training developing evidence based positive action in recruitment further so working towards having a workforce reflective of our city and the customers we serve. 	Objective 2: Ensure our workforce reflects the people that we serve	2024	Adults Care and Wellbeing Senior Diversity Champions Chief Social Work Officer Assistant Director Commissioning and Partnerships

	<p>Rethink Job Descriptions and adverts - We will implement inclusive language in our job descriptions and adverts across the care sector, inclusive of both Council and Care Provision.</p>	Objective 2: Ensure our workforce reflects the people that we serve	2024 - 2025	Chief Social Work Officer Assistant Director Commissioning and Partnerships	
	<p>Flexible Working Culture - We will work with colleagues across the sector, including council provision, to consider and agree what good looks like in terms of a flexible working and agree a focus for implementation. This will also be an opportunity to share good practice and promote our goal to attract a wide variety of people and support our goals to have a representative workforce.</p>	Objective 3: Lead the city in celebrating diversity and promoting inclusion.	2024	Adults Care and Wellbeing Senior Diversity Champions Sheffield Workforce Engagement Board	
<p>Risks</p> <ul style="list-style-type: none"> Lack of stakeholder and partner engagement may prevent successful implementation of EDI initiatives. Lack of defined budget for EDISJ activity may delay or prevent implementation of EDI initiatives. Ongoing response to the Covid pandemic and winter pressures may reduce focus on implementation of EDI initiatives for care sector. Opposing organisational structures and governance arrangements may limit the impact of EDI initiatives. 		<p>Other issues</p> <ul style="list-style-type: none"> Lack of defined staffing resource to deliver activity may reduce impact and mobilisation of EDI activity. 			

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