

Sheffield Care Sector Workforce Development Strategy 2023 - 2026

Delivery Plan
October 2024

Theme	Milestone/action	When	Lead	Position Statement	RAG
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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.



Page 198

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.

What is the Sheffield Care Sector Workforce Development Strategy 2023 – 2026?

The health and social care system in Sheffield is facing urgent and long-term pressures. We know that there is a shortage in carers and support workers and that the COVID Pandemic and Brexit have impacted the labour market significantly with skills shortages.

We need to have a sustainable and valued social care workforce for the future. This will require a coordinated commitment to the workforce, delivered through a workforce strategy.

The strategy and this delivery plan are a starting point. They set our vision, values, and direction, but we need to work with our communities, partners, and workforce to figure out what comes next together. The strategy is accompanied by an annual delivery plan that sets out the detail we'll need. 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:

- Sheffield C.A.R.E.S
- Value, empower and retain the Adult Care Workforce
- Creating a More Representative Adult Care Workforce
- Attract and retain the Adult Care Workforce
- Develop the Adult Care Workforce
- Improving Conditions for the Adult Care Workforce

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Sheffield Care Academy for Recruitment Education and Support (Sheffield CARES)	Co-design a Health and Social Care Academy for Sheffield.	2023 - 26	Chief Social Work Officer & Sheffield Workforce Board	Summary of implementation activity is provided within Appendix 4 – Sheffield CARES Overview and Implementation.	Due Oct 2024.
Value, empower and retain 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	Completed –Marketing campaigns to support recruitment of social workers, OTs and other social work professionals were completed in 2024. There is a Sheffield City Council Adults Care and Wellbeing Recruitment Page which promotes careers in Adult Social Care now available. The Council will promote careers in care sector via Sheffield CARES.	Completed
	Co-design interventions which improve staff recognition, value, and reward of the workforce.	February 2025	Sheffield Workforce Board/Sheffield CARES Governance Board/Sheffield Adults Partnership Board.	Oct 24 - Sheffield CARES will provide a staff portal which will incentivise staff development. Staff will be rewarded for uploading qualifications. The aim is to support the professionalism of the care sector workforce and create portability of learning and development. More information can be found as part of Appendix 4 – Sheffield CARES Overview and Implementation. 13 th February 2025 - Sheffield Care Awards will celebrate the care workforce and deliver recognition and value for the entire care workforce across Sheffield. Completed – Sheffield Equality Diversity and Social Justice Delivery Plan presented to Sheffield City Council Health and Social Care Policy Committee in December 2023 with an update in September 2024. This delivery plan outlines actions the Council is undertaking to reduce inequalities in the care sector in Sheffield.	Ongoing activities 24/25.
	Promoting Wellbeing	Ongoing	Sheffield Workforce Board.	Completed - Allocated approx. £100k from MSIF grant for 23/24 to support implementation Social Care Heroes for wider care sector. October 2024 - Sheffield CARES will support staff to access wellbeing support and further benefits as part of the delivery offer. The Wellbeing Support Programme includes: Promoting key wellbeing resources including South Yorkshire Integrated Care Board Wellbeing Offer, Reward Cards, Social Care Heroes Offer, Sheffield Mental Health Guide and Cost of Living Toolkit. Developed team wellbeing activities with a focus on Mental Health, Physical Health, Team Building & Communication, and Inclusive Workplace. For 2025 – develop a network of wellbeing ambassadors and champions across the care sector to share and distribute health & wellbeing updates and encourage participation in wellbeing support. Create a wellbeing calendar to embed healthy habits in the workplace across the care sector. Completed – Adults Care and Wellbeing Being Healthy at Work Plan was delivered as part of the Workforce Strategy update in January 2024. As a result peer discussion and reflective practice, which is known to enhance wellbeing is becoming more widespread within the service (based on a recent survey) Regular supervision with a focus on reflection is taking place across the service. From a recent survey 95% of staff found this helpful Adult Social Care conference took place in June with a focus on building resilience and healthy boundaries.	Moving to Business-as-Usual Delivery from Oct 24.
	Partnerships Approach	Ongoing	Sheffield Workforce Board/Adult Partnerships Board.	Completed - Sheffield Adults Partnership Board -- Quarterly city-wide board in partnership with care providers, academia, voluntary sector and local government. Aims: <ul style="list-style-type: none"> To achieve a unified Care Sector voice in Sheffield Focus on the priorities and issues facing the care workforce Completed - Sheffield Adult Social Care Workforce Engagement Board - bi-monthly workforce board which assures the Workforce Development Strategy and gives opportunities for partners to discuss workforce development and issues affecting the workforce in Sheffield. Sheffield CARES Governance Board – assures delivery and make decisions relating to the Care Academy in Sheffield. Completed - Provider Forums – Quarterly forums with contracted and non-contracted care providers in Sheffield to support quality care provision in the city.	Completed – Now Business-as-usual.

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Page 200				Completed - Skills for Care registered manager forums – Quarterly forums with residential and non-residential care providers in the city. To offer a safe space to discuss operational issues and share best practice.	
	Establish and implement a workforce engagement programme to support ongoing engagement and involvement of our workforce in the development and planning of services and monitor perception of social care in Sheffield.	Ongoing	Chief Social Work Officer	Workforce Development Forums – 6x engagement forums established within 2024 to gather views and experiences of providers, academia and voluntary sector to support the development of Sheffield CARES. Further engagement activities with workers providing direct care delivery due to take place in 2024. For 2024/2025: The Council will host dedicated Workforce Forums to champion best practice. The forward planner includes topics focusing on International Recruitment, Equality Diversity and Inclusion and Wellbeing. For 2025 - Through Sheffield CARES a care workforce forum will be established, this will seek 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. For 2025 - Co-production sessions to develop the next Sheffield Care Sector Workforce Development Strategy will start in 2025. This will support the next iteration of the strategy from 2026 onwards.	Ongoing 24/25.
	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	The Council has mobilised new long-term care and wellbeing and residential frameworks for Sheffield. Work will continue to embed provision throughout 2024 with a focus on improving conditions for the care sector and people in receipt of care. In 2024 we will be mobilising and implementing Adult Future Options Commissioning Programme as part of our focus on long-term provision and embedding person centred and culturally appropriate care. A move towards Foundation Living Wage remains a long term-aim for our contracted care in the city. Progress against this goal is outlined in the Councils Providing Support, Market Sustainability and Commissioning Plan Update	
	Implement action plan to mitigate high agency workforce costs of commissioned provider services.	September 2023	Assistant Director Commissioning Adults Services Sheffield Workforce Board	Oct 24 - Sheffield CARES – will support recruitment activity to reduce reliance on agency workforce.	Due Oct 24
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	2024/25	Sheffield Workforce Board	Ongoing actions to support provider uptake of annual Skills for Care ASCWDS return in Sheffield. The Council supports 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 by 2025.	Ongoing activities as described with further developments due 2025.
	Equality Diversity Inclusion and Social Justice Delivery Plan	April 2024	Sheffield Workforce Board Chief Social Work Officer	Completed – Sheffield Equality Diversity and Social Justice Delivery Plan presented to Sheffield City Council Health and Social Care Policy Committee in December 2023 with an update in September 2024. This delivery plan outlines actions the Council is undertaking to reduce inequalities in the care sector in Sheffield.	Completed
Attract and Recruit	Attract and Recruit Activities	October 2024	Sheffield Workforce Board	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 2023/24 include: <ul style="list-style-type: none"> • ‘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 • 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. <p>The development of Sheffield CARES will support the ambitions to attract and recruit more people into the care sector in Sheffield. Identified areas for further development include:</p>	Ongoing activities as part of Attract and Recruit Action Plan.

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Page 201				<ul style="list-style-type: none"> Lack of understanding and value for the roles within the care sector Difficulties in finding work experience placements within the care sector Underutilisation of apprenticeships within the care sector Difficulties in people accessing job opportunities in care Difficulties for volunteers to access roles in care sector Fragmented approach to recruitment events and job fairs Complex and often expensive practices to recruit people into care Underrepresentation of certain communities and people with certain protected characteristics in care sector Recruiting people internationally is complex, expensive and the quality of support for people recruited internationally is mixed. Pay and conditions 	
	Supporting Ethical International Recruitment	2024/25	Sheffield Workforce Board	<p>Ethical International Recruitment plays a vital role in recruitment for the care sector in Sheffield alongside building a domestic pipeline of workers.</p> <ul style="list-style-type: none"> In 2023/24 Sheffield City Council: Using Department of Health and Social Care funding provided 60 bursaries to care providers in Sheffield. <p>In 2024/25 Sheffield City Council will:</p> <ul style="list-style-type: none"> Develop a Workforce Forum promoting best practice for International Recruitment for care providers. This is expected in November 2024. In partnership with ADASS support the development of a regional International Recruitment support hub for care providers and displaced workers. Dedicated International Recruitment support for care providers and workers as part of Sheffield CARES delivery. Activity to co-produce an anti-modern slavery statement for the care sector in Sheffield in partnership with Trade Unions. Alongside this a suite of guidance will be published to increase knowledge of Modern Slavery. 	Ongoing activities
	Social Care Placement Expansion	2023/24	Sheffield Workforce Board	<p>Sheffield City Council are hosting an officer to develop the placement expansion offer for social care across South Yorkshire. This is a joint priority with the South Yorkshire Integrated Care System.</p> <p>The post is currently vacant, with recruitment expected to be completed in 2024. The post is funded for 18 months and will work with care providers in South Yorkshire to increase placement opportunities.</p>	Delay due to recruitment, activity to restart in 2024/25.
	Increase and retain Social Workers and Occupational Therapists	2024 – 2026	Chief Social Work Officer	Sheffield City Council as part Appendix 2 & 3 Professional Development Plan outlines actions to grow and develop the social work and occupational therapy workforce for Sheffield.	Ongoing for 2024 – 2026
	Grow, Develop and Retain Nurses and Nursing Associate's in Social Care	2024 – 2026	Workforce Board	<p>Sheffield City Council are working with South Yorkshire Integrated Care System to grow, develop and retain the nursing and nursing associate's workforce in the care sector in South Yorkshire.</p> <p>A project group is established and led by the South Yorkshire Integrated Care System.</p> <p>The Council will support objectives to increase nursing and nursing associate's in social care for Sheffield.</p>	Ongoing for 2024 – 2026
Develop the Care Workforce	Complete a collaborative review of health and social care learning and development opportunities alongside partner organisations.	2023/24	Sheffield Workforce Board	<p>A collaborative review of the learning and development opportunities for the health and social care sector will be completed in 2024.</p> <p>The review will inform the ongoing learning and development delivery as part of Sheffield CARES. More information can be found as part of Appendix 4 – Sheffield CARES Overview and Implementation.</p>	Due 2024.
	Agree and implement a joint health and social care learning and development and career pathway offer in Sheffield.	2023 - 26	Sheffield Workforce Board	<p>Progression pathway routes for Social Workers and Occupational Therapists in Sheffield City Council have been implemented. Role specific training and development for all roles within Adults Care and Wellbeing are being developed and implemented. This is expected to be completed by 2025.</p> <p>Management Development Apprenticeships are being launched for Adults Care and Wellbeing Staff. These will be launched by October 2024.</p> <p>More detail on the above is given in Appendix 2 & 3 Adults Care and Wellbeing Professional Development Plan.</p> <p>The Council will support the implementation of the Care Workforce Pathway for the care sector in Sheffield.</p>	Ongoing Activity 2024 – 2026.

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Page 202				<p>Sheffield City Council will support integrated health and care career pathways including work to develop delegated healthcare activities for the care sector in Sheffield.</p> <p>Sheffield City Council supports Personalisation. The Council continues to develop the support offer for Personal Assistants and Individual Employers as part of the Direct Payments Improvement Programme.</p> <p>The Council hosted a Personal Assistant Workforce Summit in December 2023. This summit sought to overcome barriers to employing and developing Personal Assistants across Yorkshire and Humber. A follow up event will take place in November 2024. The Council will seek to develop the support offer for Personal Assistants and Individual Employers as part of the Support Hub.</p> <p>Sheffield CARES will recruit, develop and support the Personal Assistant workforce.</p> <p>The Council will support Unpaid Carers to access the training and support that they may need. Sheffield CARES will support Unpaid Carers to access development opportunities.</p>	
	Increase access to learning and development funding for the workforce.	2024 - 2026	Sheffield Workforce Board/Sheffield CARES Governance Board	<p>The Sheffield City Council Adults Care and Wellbeing Professional Development Plan in Appendix 2 & 3 outlines activities that the Council is undertaking to maximise funding for the workforce.</p> <p>Sheffield CARES will encourage care providers in Sheffield to grow apprenticeship opportunities for new and existing staff.</p> <p>The Care Academy will promote and support care providers to access the Adult Social Care Learning and Development Support Scheme.</p> <p>The Care Academy will seek to monitor and apply for research and grant funding opportunities to support the adult care sector workforce in Sheffield.</p>	Ongoing Activity 2024 – 2026.
	Further develop systems leadership across Adult Health and Social Care. Including, talent management and succession planning for staff including transitional development and support for registered managers	2023 - 26	Sheffield Workforce Board	<p>The Sheffield City Council Adults Care and Wellbeing Professional Development Plan in Appendix 2 & 3 outlines activities that the Council is undertaking to support managers and aspiring managers within the Council.</p> <p>Sheffield CARES will support registered managers and aspiring managers to access learning and development support and qualifications to grow leadership within the care sector in Sheffield.</p> <p>The Council will work with partners in ADASS, South Yorkshire Integrated Care System, Skills for Care and Academia to support and grow leadership and management development opportunities within the care sector in Sheffield.</p>	Ongoing Activity
	Supporting research and innovation in care	2024 - 2026	Sheffield CARES Governance Board	<p>Sheffield CARES will partner with Centre for Care and academia to champion innovation, research and best practice in care.</p> <p>The Care Academy will promote research and fellowship opportunities within the care sector workforce.</p>	2024 – 2026
	Sheffield City Council Practice Development and Learning and Development Plan	Completed	Chief Social Work Officer	This activity is complete, see Professional Development Plan in appendix 2 & 3.	Completed
	Increasing Digital, Data, Technology and AI in Social Care.	2024 - 2026	Sheffield Workforce Board	<p>Sheffield CARES will champion digital, data, technology and AI in social care as part of our learning and development offer. This includes increasing digital training and support for the care sector to increase digital skills and launching advanced tech enabled care and digital solutions training in association with the TSA.</p> <p>Sheffield City Council will continue to drive tech and digital transformation through the Sheffield TEC Transformation Programme.</p>	2024 – 2026
	Improving Conditions for the Adult Social Care Workforce	Fully implement a practice development assurance framework . This sets out our ambition to achieve LGA workforce standards for Social Work and implement a practice development focus across Adult Care.	Completed	Chief Social Work Officer	<p>The Practice Development Assurance Framework was launched in 2023 along with the Practice Quality Standards and the Adults Care and Wellbeing Manual to provide practice guidance for Council workforce.</p> <p>In 2025 the Sheffield Adults Care and Wellbeing Quality Matters Framework will be refreshed and relaunched via the Health and Social Care Policy Committee.</p> <p>The Sheffield City Council Adults Care and Wellbeing Professional Development Plan in Appendix 2 & 3 outlines actions to achieve LGA Workforce Standards for Council staff.</p>
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	<p>The Council allocated approx. £100k from MSIF grant for 23/24 to support implementation Social Care Heroes for wider care sector.</p> <p>Workforce Engagement and Forums have been used to inform the wellbeing support as part of Sheffield CARES. Ongoing and dedicated workforce forums aimed at engaging with care sector workers will form our ongoing approach to understanding the impacts of wellbeing and working conditions on the care sector workforce.</p>	Completed

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	Embed LGA workforce standards and investors in people across the care sector.	2024 – 2026	Chief Social Work Officer and Sheffield Workforce Board	The Sheffield City Council Adults Care and Wellbeing Professional Development Plan in Appendix 2 & 3 outlines actions to achieve LGA Workforce Standards for Council staff. Through Sheffield CARES in 2025 activity will launch to set out actions achieve LGA Workforce Standards and Investors for People for the Adult Care Sector workforce in Sheffield.	Ongoing Activities	
	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 - 26	Sheffield Workforce Board	Through Sheffield CARES the Council will drive activities to improve our understanding of the demands and changing nature of the care sector. The Council updated its market shaping activity in June 2024 at the Health and Social Care Policy Committee Providing Support, Market Sustainability and Commissioning Plan Update	Ongoing Activities	
	Risks <ul style="list-style-type: none"> Lack of stakeholder and partner engagement may prevent successful implementation of workforce initiatives. Lack of defined budget for workforce activity may delay or prevent implementation of workforce initiatives. Ongoing response to the Covid pandemic and winter pressures may reduce focus on implementation of workforce initiatives. Opposing organisational structures and governance arrangements may limit the impact of workforce initiatives. 					

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