



Sheffield Adult Social Care Workforce Development Plan Summary

Vision Statement

We want to develop a **Workforce Development Plan (WDP)** 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.

Value & Empower the Adult Social Care Workforce

Consult

In preparation for producing the WDP, we will engage with our staff body across the Health and Social Care (H&SC) system to understand their priorities, concerns, and aspirations.

The Local Authority will engage with staff, internal and external partners, and unions to ensure a proper degree of engagement with staff in the creation of the WDP through independently facilitated Focus Groups.

Co-Produce

The WDP will recognise the value of staff co-production in the design and commissioning of services. Staff co-production will be valued as vital in the creation of policy, guidance, and processes.

Recognising the value of the ASC workforce

The WDP will set out how we will promote a positive image of social care as a rewarding, challenging and fulfilling career, and increase public understanding of social care.

More Representative ASC Workforce (EDI)

Better Understanding Our Workforce. A Census

In collaboration with the ongoing work across the Integrated Care System, the WDP aspires to promote our understanding of those who comprise our workforce. Socio-economic and demographic data in this area will be used to feed into recruitment and retention work. Understanding the differing pressures and reasons for people leaving the H&SC system, should underpin the range of actions we can take to reduce the loss of staff by introducing a range of methods of attracting and retaining new and existing people.

Supporting Diversity, Inclusion and Equality

Staff experiences in Health and Social Care show us that the interactions between large organisations, their staff, and the diversity of the people they serve are complex. This presents a challenge in how to harness organisational cultures, team skill sets and individuals into an effective unified operating system with shared

approaches and outcomes. The WDP will seek to support co-production with all staff networks in this area with the aim of leading us to form responsive and adaptable approaches to communicating and engaging with staff.

The WDP will aim to increase the diversity and inclusiveness of the social care workforce in Sheffield, creating career opportunities that appeal to all parts of the community.

Improve Recruitment in ASC

Graduates, Placements and Apprentices

The WDP will continue to recognise that the ASC Apprenticeships scheme forms an integral part of a wider corporate approach to recruitment of people from the wider H&SC system and beyond. The WDP will include previously agreed standards for the recruitment of ASC practitioners.

The WDP should aspire to support the expansion of the ASC Apprenticeships scheme across the H&SC system.

The WDP will recognise that attracting external candidates should be a priority, moving away from the current tendency to recruit from the existing H&SC system. The WDP will consider the funding implications of expanding the capacity of the apprenticeship scheme.

ASYE

The WDP will continue to ensure that ASYE is embedded within the workforce strategy and forms part of clearly defined career and CPD pathways for qualified social workers.

Develop External Recruitment Methods

The WDP aspires to support a wider international and systems approach to recruitment, potentially in the form of a recruitment hub or portal, where roles across the H&SC system are collated and accessed. The WDP will consider a streamlined application process through a single pathway allowing internal recruiters and external partners to recruit staff from the same pool.

Improve Retention in ASC

Learning and Development and H&SC Career Pathways

Current training offers may be inconsistent across the differing roles in H&SC and providing quality training is acknowledged in the WDP to be vital in supporting good staff retention levels. The WDP will support the creation of a role specific training structure to aid career progression across the H&SC system. This will include updated mandatory training in light of legislative changes, as well as optional training to support staff to move into more senior positions.

Using this area of the WDP we should positively highlight the value placed on the development and progression of staff, as well as the investment the council and partners want to make in their careers

Remuneration and Benefits

The WDP will seek to provide detail of how a remuneration and benefits scheme can be more equitable across the system with reference to The Fair Cost of Care exercise when assessing appropriate levels of remuneration. The aspiration is to prevent staff movement to different provider services for financial reasons, stabilising the workforce and allowing more consistent approaches to staff development.

Supporting Our Provider Market

The WDP will recognise that as the principal purchaser in the provider market, the local authority will seek to support market resilience. There are areas where we would aspire to aid the continued improvement of the

quality-of-service delivery through investment in practitioner learning. The WDP will aspire to provide a structure of management peer support, pooled training resources and a collaborative approach to support recruitment.

Improve Conditions for ASC Workforce

Supporting Our Workforce to Meet Future Challenges

The WDP will consider how to remove barriers that inhibit further integration with the wider H&SC system. The plan will reference the work in supporting external partners and the provider system to be able to adapt to the changing demand that the sector will experience in the coming years.

In collaboration with Commissioners, the WDP will consider changes in service delivery resulting from changing legislation over the short to medium term and recognise the resources we will need to deliver those services, in addition to supporting staff to adapt effectively.

An Operational Model

The WDP will reflect the need for staff to be supported by clear and structured processes and theirs, and their teams', roles, and responsibilities. The WDP will recognise that the implementation of an ASC Target Operational Model supports staff to deliver high quality services in a structured environment.

Quality Assurance

The WDP will reference the significant work already occurring related to the creation of a robust Quality Assurance Framework that aspires to support practitioners to deliver high quality services for residents.

We aspire to create a working environment with the constructive supervision that builds a staff group who are confident, feel supported and safe in their practice, while not afraid to think creatively about how to support people to meet their goals.

The Quality Assurance Framework will seek to encourage and support those who use, provide, commission, and oversee adult social care services to maintain high-quality care, and to improve care and support where it does not yet meet the standard of quality that people should expect to experience.

Supporting the Health and Wellbeing of our Workforce

The WDP aspires to support staff experiencing ill health to return to work where possible, or to make reasonable adjustments to allow them to access an adaptive work environment if required. The WDP will consider best approaches to support staff wellbeing across H&SC.