



Report to Policy Committee

Author/Lead Officer of Report:

Jon Brenner, Principal Programme Manager

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Report of: Director of Adult Health & Social Care

Report to: Adult Health & Social Care Policy Committee

Date of Decision: 15th June 2022

Subject: Adult Health & Social Care Strategy Delivery Plan

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If YES, what EIA reference number has it been given? 1148				
Has appropriate consultation taken place?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below: -				
<p><i>“The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended).”</i></p>				

Purpose of Report:

Sheffield’s Adult Health & Social Care Strategy was approved by the Co-operative Executive on 16th March 2022. The Strategy was developed through significant co-production and formal consultation, involving people receiving services, carers, providers, partners, and our social care workforce across the sector.

This paper sets out the delivery plan to achieve the vision and outcomes set out in the strategy and in doing so improve the quality and experience of social care across the city. It is informed by same the co-production and consultation activity that enabled development of the Adult Health and Social Care Strategy.

The Committee are asked to comment upon and approve the delivery plan and agree a schedule that they are updated upon progress against it.

Recommendations:

It is recommended that Adult Health and Social Care Policy Committee:

1. Approves the Adult Health & Social Care Strategy Delivery Plan.
2. Requests that the Director of Adult Health & Social Care provides the Committee with updates on progress against the Delivery Plan on a six-monthly basis.
3. Requests that the Director of Adult Health & Social Care reviews and refreshes the plan on a bi-annual basis for subsequent consideration by the Committee.

Background Papers:

Adult Health & Social Care Strategy [Our adult social care vision and strategy \(sheffield.gov.uk\)](http://sheffield.gov.uk)

Lead Officer to complete: -		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: Liz Gough
		Legal: Patrick Chisholm
		Equalities & Consultation: Ed Sexton
		Climate: Jessica Rick
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	SLB member who approved submission:	<i>John Macilwraith</i>
3	Committee Chair consulted:	<i>Councillor George Lindars-Hammond and Councillor Angela Argenzio</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: Jon Brenner	Job Title: Principal Programme Manager
	Date: 19th May 2022	

1 PROPOSAL

- 1.1 Sheffield's Adult Health & Social Care Strategy was approved by the Cooperative Executive on 16th March 2022. The Strategy was developed through significant co-production and formal consultation, involving people receiving services, carers, providers, partners, and workforce across the sector.
- 1.2 This paper sets out the Delivery Plan to achieve the vision and outcomes set out in the Strategy. It is informed by some of the co-production and consultation activity that fed into the overall strategy. It has been further tested with some of those who contributed to check it reflects their comments, from which some amendments have been made.
- 1.3 The Committee are asked to comment upon and approve the Delivery Plan and agree a schedule that they are updated upon progress against it.

BACKGROUND

- 1.4 Sheffield's Adult Health & Social Care Strategy was approved by the Cooperative Executive on 16th March 2022. The Strategy covers the period of 2022 to 2030. The document, and background information, can be found on the Council website: - [Our adult social care vision and strategy \(sheffield.gov.uk\)](https://www.sheffield.gov.uk/adult-social-care/vision-and-strategy).
- 1.5 The vision and strategy set out the approach to make sure that everyone can live and age well in Sheffield. It was developed through significant co-production and formal consultation over an 18-month period. This involved people receiving services, carers, providers, partners, and workforce across the sector.
- 1.6 The strategy makes 6 commitments as the guiding principles we will follow and how we deliver this strategy. They show how we will achieve our outcomes and highlight what we want to do better. By working in this way, we want to achieve fundamental changes to the experience of and quality of social care in the city.
- 1.7 These commitments are:
- Support people to live a fulfilling life at home, connected to the community and resources around them, and provide care and support where needed.
 - Provide temporary assistance to help people regain some stability and control in their life following ill health or crisis.
 - Provide care and support with accommodation where this is needed in a safe and supportive environment that can be called home.
 - Make sure support is led by 'what matters to you,' with helpful information and easier to understand steps.
 - Recognise and value unpaid carers and the social care workforce, and the contribution they make to our city.
 - Make sure there is a good choice of affordable care and support available, with a focus on people's experiences and improving quality.

2 THE DELIVERY PLAN

2.1 Developing the Delivery Plan

- 2.1.1 The Delivery Plan started with the vision, outcomes and commitments set out in the Strategy. From the co-production and consultation that supported the strategy development, the ideas and asks from the people taking part were central to developing the Delivery Plan and ensuring it reflected what matters to the people of Sheffield.
- 2.1.2 While the Strategy was developing, the Director of Adult Health & Social Care established a Change Programme as the delivery vehicle for both existing activity and the commitments that would be made from the strategy founded on a principle of co-production and a commitment to a partnership approach to social care.
- 2.1.3 The content of the existing activity and plans were reviewed to ensure fit with the future direction set out in the strategy, and then included in the plans. The Change Programme and our preparation for the introduction of the Care Quality Commission Assurance Framework were considered at the Healthier Communities and Adult Social Care Scrutiny and Policy Development Committee on 16th March 2022.
- 2.1.4 The Delivery Plan was also reviewed in relation to new and emerging national policy and guidance in relation to Adult Social Care. This includes the Department of Health and Social Care White Papers ‘Joining up care for people, places and populations,’ “Build Back Better: Our Plan for Health and Social Care” and “People at the Heart of Care: Adult Social Care Reforms” as well as Care Quality Commission Quality Standards.
- 2.1.5 Alignment was also made to the One Year Plan, Health and Wellbeing Strategic Plan, Shaping Sheffield, Joint Commissioning Intentions, and key projects underway across Sheffield City Council and locally across partners colleagues within Sheffield.
- 2.1.6 The overall Delivery Plan was then tested for completeness and tested in workshops with people who had contributed to the strategy’s development, alongside the leadership team responsible for delivering it. This process has endeavoured to ensure that the robustness of the delivery plan and alignment with Sheffield City Council, local and national policy and guidance relating to Adult Social Care and fundamentally it reflects what matters to people of Sheffield.

2.2 What the Delivery Plan Covers

- 2.1.2 The Delivery Plan is included at **Appendix 1** and sets out a high-level set of actions planned to deliver the Strategy.
- 2.1.3 While the Strategy covers the period 2022 to 2030, the most specific commitments in the delivery plan covers the next couple of years. The longer-term content will be informed by the work and will necessarily change to reflect our increased understanding and changing landscape.

2.14 The Delivery Plan covers each of the main Commitments identified in the Strategy and is focused around our:

- New model of working so that we are working cohesively with individuals, carers, and partners to improve population and wellbeing outcomes for people.
- Partnership and Commissioning Intentions for the next 3 years with a range of partners to use our shared resources and pooled budgets in a way that delivers improved outcomes for people.
- Care Governance, Quality and Performance Outcomes so that we are focused on delivering and providing excellent quality support and ensuring safety of
- Valuing our care workforce and our care leaders so that we create the conditions for excellent quality support and positive experience of social care.

2.3 Governance and Review Arrangements

2.3.1 Our ambition is to enable the delivery of our Strategy as a partnership with colleagues and communities across Sheffield, so that the Delivery Plan is implemented using principles of co-design and partnership working.

2.3.2 To that end, a detailed programme and project planning arrangements and governance arrangements have been implemented as follows to enable a collaborative approach:

- Formation of an Adult Social Care Strategic and Improvement Board Chaired by Director of Adult Health and Social Care and Executive Members. This Board oversees the overall programme of change and delivery across Adult Social Care.
- Establishment of a Delivery Board, which reports into the Adult Social Care Strategic and Improvement Board, to oversee implementation of the Delivery Plan. The Delivery Board will be co-chaired by Director of Commissioning, NHS Sheffield Clinical Commissioning Group and Health and Wellbeing Lead, Voluntary Action Sheffield to empower further collaboration with key partners across Sheffield.
- Establishment of a Citizens Board to ensure that peoples voices and public engagement are at the centre of what we do and to embed co-production and co-design as our fundamental approach to social care across Sheffield.
- Establishment of a Social Care Providers Collaborative so that our social care providers are seen as equal partners in the development, design, and delivery of social care.
- Progress against the overall Delivery Plan will key in delivering improved the vision and outcomes set out in the strategy. Therefore, the Committee is recommended to ask for regular updates on progress against the plan. A frequency of every 6 months is suggested.

2.3.4 By its nature, the Delivery Plan will be a living document as plans become more detailed, learning applied and circumstances change. Therefore, the Committee is recommended to ask the plan to be reviewed and refreshed on a biannual basis.

3 HOW DOES THIS DECISION CONTRIBUTE

3.1 Organisational Strategy

- 3.1.1 Living the life, you want to live – the Adult Social Care Strategy 2022- 2030 will drive the implementation of our ambitious plans for social care in Sheffield over the next decade.
- 3.1.2 The strategy meets the obligation in Our Sheffield One Year Plan 2021/22 to ‘Produce a long-term strategic direction and plan for Adult Social Care which sets out how we will improve lives, outcomes and experiences and adults in Sheffield’. The Delivery Plan augments this with further detail to provide detail on how these outcomes will be achieved.

3.2 Quality and Performance Improvement

- 3.2.1 The Strategy and the resultant Delivery Plan aim to achieve improved outcomes and experiences of citizens and family carers through ensuring the delivery of excellent quality care and supports.
- 3.2.2 To evidence improvements the programme management and project planning governance arrangements map the actions and commitments against Adult Social Care Outcome Measures, Operational Performance Improvement, Think Local Act Personal Outcome Statements and our Joint health and wellbeing outcomes.
- 3.2.3 The Delivery Plan also incorporates and aligns to our Care Governance Strategy and Performance Improvement Framework which has been brought to the Committee on 15th June 2022 for consideration and approval.

3.3 Health & Care System Alignment

- 3.3.1 The overall strategy was developed in alignment with the Joint Health & Wellbeing Strategy (2019-2024), developed by Sheffield Health & Wellbeing Board, our Joint Commissioning Intentions with NHS colleagues as well as the Shaping Sheffield System Plan.
- 3.3.2 The Delivery Plan continues with this alignment and will be delivered working closely with health partners both on a city and regional basis.

4 HAS THERE BEEN ANY CONSULTATION?

- 4.1 A crucial element in the successful delivery of the strategy is the increased involvement in people receiving, and staff directly delivering care, in the development of all key part of the plan. Throughout the sector, we know that involving and coproducing these makes them more likely to be successful.
- 4.2 To enable this, the governance structures will include the voices of those receiving care, carers, partners, and care providers so that we ensure we deliver what matters to people of Sheffield. This includes co-developing a mechanism (e.g., Citizens Board) so that people with lived experience are equal partners in the delivery of our strategic plan.

- 4.3 An overall approach to coproduction and involvement is also a key element of the delivery plan, ensuring that the voice of citizens is integrated into all major developments ahead. This includes signing up to Think Local Act Personal Making It Real. A dedicated item on this is proposed as part of the Committee's forward plan

5 RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

5.1 Equality Implications

- 5.1.1 The strategy was supported by a comprehensive equality impact assessment, which can be found on the Council website [Our adult social care vision and strategy \(sheffield.gov.uk\)](http://sheffield.gov.uk).
- 5.1.2 The additional detail in this Delivery Plan does not alter this assessment, although does add a layer of detail.
- 5.1.3 Many constituent parts of the delivery plan will require their own detailed equality impact assessment, which will be completed to inform plans and decision making.

5.2 Financial and Commercial Implications

- 5.2.1 The strategy was supported by a financial strategy, which can be found on the Council website [Our adult social care vision and strategy \(sheffield.gov.uk\)](http://sheffield.gov.uk), and is closely aligned with the budget strategy.
- 5.3.2 The additional detail in this delivery plan does not alter this strategy, although does add a layer of detail.
- 5.4.3 All individual components will be assessed for their financial contribution to this finance strategy and the Council's budget. This will be used to inform both plans and decision-making.

5.3 Legal Implications

- 5.3.1 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.
- 5.3.2 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 (integrated with the Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategy), thorough engagement with people, carers 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.

5.3.3 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. This report builds upon that by setting out how the aims of the strategy will be delivered and provides for the monitoring and review encouraged by the statutory guidance.

5.4 Climate Implications

5.4.1 The Adult Social Care Strategy and Delivery Plan makes specific reference to ensuring a focus on Climate Change – both in terms of an ambition to contribute to net zero as well as adapt to climate change.

5.4.2 Elements of the Delivery Plan with a significant climate impact, will complete a detailed climate impact assessment to inform plans and decision making. An example of this is the Homecare Re procurement considered by the Committee on 15th June 2022.

5.4.3 It is planned within the forward plan of the Committee to bring a specific Climate Action Plan in February 2023.

5.5 Other Implications

5.5.1 There are no specific other implications for this report. Any recommendations or activity from the detailed workplans of the strategy will consider potential implications as part of the usual organisational processes as required.

6 ALTERNATIVE OPTIONS CONSIDERED

6.1 **No published delivery plan** - There is an alternative available to not specifically publish a delivery plan for the overall strategy. However, this would result in less accountability and transparency, which is not appropriate.

6.2 **A different delivery plan** - The real options for the delivery plan are around the individual elements, which will be worked through as part of the constituent pieces of work. These will be worked through in different ways, with many of them resulting in their own future reports to the Committee.

7 REASONS FOR RECOMMENDATIONS

7.1 Recommendations

It is recommended that Adult Health and Social Care Committee:

1. Approves the Adult Health & Social Care Strategy Delivery Plan.
2. Requests that the Director of Adult Health & Social Care provides the Committee with updates on progress against the Delivery Plan on a six-monthly basis.
3. Requests that the Director of Adult Health & Social Care reviews and refreshes the plan on a bi-annual basis for subsequent consideration by the Committee.

7.2 Reasons for Recommendations

7.2.1

7.2.2 An approved delivery plan for the strategy gives a structured approach to delivery of the vision, outcomes and commitments set out in the overall strategy. It will also provide greater accountability and transparency of how will do this.

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.