

Sheffield's Adult Social Care Strategy

Strategy Delivery Plan DRAFT



This delivery plan supports 'Living the life you want to live', the Adult Social Care Strategy 2022 to 2030.

This strategy and the high-level plan within it are a starting point. They set our vision, values, and direction, but we need to work with our communities to figure out what comes next together.

The strategy will be accompanied by annual delivery plans that set out the detail we'll need. The strategy is a long-term vision, and we know how quickly situations change and priorities shift. Our delivery plans will need to be mindful of this shifting landscape and are set out starting from 1 April 2022.

We'll make sure our citizens 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.

We'll know the strategy is a success when:

- People can make the best possible choices about their health and care.
- People tell us they feel supported as an individual.
- People tell us they are working to achieve their goals.
- People feel a sense of independence and connection to their communities.
- Our system is sustainable.

'Living the life you want to live' is a call to everyone who experiences, or may experience, adult social care in Sheffield. We owe it to ourselves, our families, and future generations to deliver the vision set out in this document. Please work with us to make it a reality.

COMMITMENT ONE

Support people to live a fulfilling life at home, connected to the community and resources around them, and provide care and support where needed.

What would make a difference?	How will we know we've made a difference?	What are we delivering now?	Timeframe for delivery	Future deliveries	Timeframe for delivery
We will provide a partnership of care and support, designed, and delivered with communities.	<ul style="list-style-type: none"> ■ I know what services and opportunities are available in my area. ■ I am confident to engage with friends/support services. ■ I have a conversation or can communicate with someone who understands me. ■ I know where to go and get help. 	Co-design and build a new Information, Advice, and Guidance Offer that includes plain language and is easy for people to find information that they need.	April 2022 to March 2024	Publicise the Information Advice and Guidance Offer and collaborate with partners to ensure that all local services are included.	April 2024 to March 2025
		Recommission the Sheffield Mental Health Guide, with more information to be available for children and young people.	April 2022 to March 2023	Align the mental health guide with workforce development and the adult social care Information, Advice, and Guidance Offer.	April 2023 to March 2026
		Design a new multi-agency safeguarding model and safeguarding improvement plan which protects people who are at risk of harm and supports a shift towards prevention of harm.	April 2022 to March 2023	Implement the new safeguarding model and improvement plan.	April 2022 to March 2024
We will develop an accessible team model where social work staff can really work in partnership with, and get to know, their community.		Design and implement a new Operating Model for Adult Social Care, focussed on delivering the outcomes of the strategy with partners across the city, and establishing an integrated place-based model of working.	April 2022 to March 2025	Enhance the operating model by embedding ongoing learning and review and continuing to work with all locally based partners to improve people outcomes.	April 2025 to March 2030
		Co-design and implement a partnership model and approach that enables people experiencing mental ill health to live independently in communities across Sheffield.	April 2023 to March 2024	Further develop our model based on learning, review and partnership working and align to our new Operating Model for Adult Social Care.	April 2024 to March 2030
		Design and implement the Changing Futures Programme to improve our approach to supporting people with multiple disadvantage and reducing inequalities.	April 2022 to March 2025	Embed learning from the Changing Futures Programme as part of our new Operating Model for Adult Social Care.	April 2023 to March 2030

COMMITMENT TWO

Provide temporary assistance to help people regain some stability and control in their life following ill health or crisis.

What would make a difference?	How will we know we've made a difference?	What are we delivering now?	Timeframe for delivery	Future deliveries	Timeframe for delivery
We will deliver a strong, reactive offer of services that provide flexible and intensive crisis support.	<ul style="list-style-type: none"> I know that I have control over my life, which includes planning ahead. When I need support, it looks at my whole situation, not just the one that might be an issue at the time. 	Develop improved models of care for people who need help to gain some stability following a crisis.	April 2022 to March 2024	<p>Recommission short-term support services linked to hospital discharge.</p> <p>Implement the changes to short-term and respite care offer.</p>	<p>April 2022 to March 2025</p> <p>April 2022 to March 2022</p>
		Implement a Council delivered enablement and wellbeing offer to help people gain some stability in their lives more quickly following a crisis and be better connected with community-based services.	April 2022 to March 2024	Further develop our enablement and wellbeing offer aligned to development of a new Operating Model for Adult Social Care.	April 2024 to March 2030
		Establish an integrated model of working which prevents admission to hospital and enables people to return home from hospital when they are well.	April 2022 to March 2024	Further develop our urgent care offer based on learning and review and partnership working and align to our new Operating Model for Adult Social Care.	April 2024 to March 2030
We will shift our resources and focus to develop and deliver more proactive, preventative approaches.	<ul style="list-style-type: none"> When I need support, it looks at my whole situation, not just the one that might be an issue at the time. We start with a positive conversation, whatever my age. 	Co-design and implement a locality-based preventative community integrated model of working to help people avoid crisis and remain in control of their lives, which includes Team Around the Person, closer working with primary care and a new front door approach to adult social care.	April 2022 to March 2025	<p>Further develop the locally based preventative community integrated model of working based on learning, review and partnership working and align to our new Operating Model for Adult Social Care.</p> <p>Implement a new approach to managing demand at the front door of adult social care.</p>	<p>April 2025 to March 2026</p> <p>April 2023 to March 2025</p>
		Co-design and implement a new approach and model to improve our transitions offer and experiences for young people who will need ongoing support as an adult and their families.	April 2022 to March 2023	Further develop and co-design transitions to adulthood offer based on our learning and discussions with young people and their families and embed within our Operating Model for Adult Social Care.	April 2023 to March 2026
		Recommission mental health provision for people who need support to maintain their independence in the community.	April 2022 to March 2023	Further develop mental health social care provision aligned to city-wide strategy, joint commissioning intentions and new partnership model to promote independence.	April 2024 to March 2026

COMMITMENT THREE

Provide care and support with accommodation where this is needed in a safe and supportive environment that can be called home.

What would make a difference?	How will we know we've made a difference?	What are we delivering now?	Timeframe for delivery	Future deliveries	Timeframe for delivery
We will develop vibrant options for care that offer more choice, that help the person to retain or regain control of their life and build on the strengths of the person and their networks.	<ul style="list-style-type: none"> ■ I understand the types of services available and can make informed decisions. ■ I can make a positive choice about whether I move into a care home and have control over where and with whom I live. 	Develop more diverse models of care for people who need longer term, ongoing care as part of development of joint commissioning plans.	April 2022 to March 2024	Implement new models for ongoing care aligned to our new Operating Model for Adult Social Care and joint commissioning plans.	April 2024 to March 2030
		Review and recommission our residential care services to enable a move towards community connected residential care.	April 2022 to March 2023	Implement our commissioning plan for residential care.	April 2024 to March 2030
		Work in partnership with Housing and Health to develop a delivery plan which sets out the type of accommodation with care we will develop over next 10 years to promote and enable independent living.	April 2022 to March 2025	Work in partnership with Housing services, Registered Social Landlords and private rented landlords to implement the Housing and Health Delivery Plan to improve choice and access arrangements for safe and appropriate accommodation.	April 2024 to March 2025
		Co-design models which promote long-term recovery as part of development of a new partnership model to support people experiencing mental ill health.	April 2022 to March 2024	Further develop our recovery model based on learning, review and partnership working and align to our new Operating Model for Adult Social Care.	April 2025 to March 2030
		Implement a new extra care living scheme at Buchannan Green.	April 2022 to April 2023		
		Review our Supported Living and Extra Care Offer aligned to development of joint commissioning plans.	April 2022 to March 2023	Implement our new Supported Living and Extra Care Offer.	April 2023 to March 2030

COMMITMENT THREE (continued)

Provide care and support with accommodation where this is needed in a safe and supportive environment that can be called home.

What would make a difference?	How will we know we've made a difference?	What are we delivering now?	Timeframe for delivery	Future deliveries	Timeframe for delivery
We will transform care at home in Sheffield, focussing on improving experience and outcomes.	<ul style="list-style-type: none"> ■ I understand the types of services available and can make informed decisions. ■ I deal with people I know and trust that are well-trained and love their job and can make decisions with me. 	Start a test for change for a new outcome focused, Home Care Service Model in Netherthorpe, Upperthorpe and Walkley.	April 2022 to March 2024	Use the learning to support implementation of the new care and wellbeing home care model.	April 2023 to March 2024
		Develop and implement a new transformational contract for the delivery of care and wellbeing services focussing on individual outcomes, person centred care and community wellbeing services that maximise independence and improve our workforce offer.	April 2022 to March 2025	Further develop our care and wellbeing services based on learning, review and partnership working and align to our new Operating Model for Adult Social Care.	April 2025 to March 2030
		Develop a refreshed approach to recruitment, retention, career pathways and workforce development of all care staff in the city.	April 2022 to March 2024	To design and implement home care recruitment and retention approach. To continue to co-design and deliver workforce development initiatives for staff employed by care providers.	April 2022 to March 2024 April 2024 to March 2028
		Improve our city-wide care alarms offer and simplify access to the service.	April 2023 to March 2025	Further develop our city-wide alarm services based on learning, review and partnership working and align to our new Operating Model for Adult Social Care.	April 2025 to March 2030
		Develop and implement a trusted reviewer model to enable more flexible approaches to the delivery of care across the city.	April 2022 to March 2025	Further develop the trusted reviewer model based on learning, review and partnership working and align to our new Operating Model for Adult Social Care.	April 2025 to March 2030
		Further develop our approach to technology enabled care and digital solutions to support improved experiences and independent living.	April 2022 to March 2024	Implement new models and approaches which promote improves experiences and independent living through technology and refresh on a biannual basis.	April 2023 to March 2030
		Design and implement changes relating to the Social Care Charging Reforms.	April 2022 to March 2024	Embed learning and development of the Social Care Charging Reforms.	April 2024 to March 2030

COMMITMENT FOUR A

Make sure support is led by ‘what matters to you’, with helpful information and easier to understand steps.

What would make a difference?	How will we know we've made a difference?	What are we delivering now?	Timeframe for delivery	Future deliveries	Timeframe for delivery
We will overhaul how we share information so that it meets the needs of everyone in Sheffield, with plain language and simplified access steps.	<ul style="list-style-type: none"> ■ I understand the types of services available and can make informed decisions. ■ I know where to go and get help. 	Co-design and build the new Information, Advice, and Guidance Offer.	April 2022 to March 2023	Draft and deliver a system wide workforce development plan around our Information, Advice, and Guidance Offer.	April 2023 to March 2024
		Improve data sharing agreements with partners so that customers can meet their outcomes quicker.	April 2024 to March 2027		
We will invest in a system-wide approach that means everyone receives the same standard and continuity of preventative person-centred care.	<ul style="list-style-type: none"> ■ I know that I have some control over my life and that I will be treated with respect. ■ I am listened to and heard and treated like I am an individual. ■ I am seen as someone who has something to give, with abilities, not disabilities. I get support to help myself. ■ I feel that I have a purpose. ■ I can have fun, be active, and be healthy. 	Develop a market position statement so that providers have the information they need to develop new business models.	April 2022 to March 2023	Implement the Market Shaping Statement and refresh the statement on a three yearly cycle.	April 2023 to March 2029
		Co-develop a joint plan for supporting people with autism and create an Autism Inclusive City in partnership with the Autism Partnership Board.	April 2022 to March 2023	Implement the joint plan in partnership with the Autism Partnership Board and refresh the joint plan on a biannual basis.	April 2023 to March 2029
		Develop a city-wide mental health strategy with partners and the Mental Health Collaborative.	April 2022 to March 2024	Implement the city-wide mental health strategy with partners and refresh on a biannual basis.	April 2024 to March 2029
		Co-develop a joint plan for supporting people with a learning disability in partnership with the Learning Disability Partnership Board.	April 2022 to March 2024	Implement the joint plan in partnership with the Learning Disability Partnership Board and refresh on a biannual basis.	April 2024 to March 2029
		Co-develop and launch the adult social care Practice Standards.	April 2022 to March 2023	Implement the adult social care Practice Standards.	April 2023 to March 2025
		Co-develop the adult social care Quality Standards for Commissioned Providers.	April 2022 to March 2023	Implement the adult social care Quality Standards for Commissioned Providers.	April 2022 to March 2025
		Implement an adult social care Care Governance Strategy and Performance Improvement Framework.	April 2022 to March 2024	Use outcomes of customer insight and audits arising from all frameworks to drive continuous improvement.	April 2022 to March 2027
		Implement a Care Governance Board to enable dedicated scrutiny and improvement in relation to our quality of care.	April 2022 to March 2023	Embed quality standards and ongoing peer challenge and benchmarking to support continuous improvement.	April 2024 to March 2030
		Develop a Sheffield Joint Health And Social Care Wellbeing Outcomes Framework.	April 2022 to March 2023	Update and integrate shared health and care performance and quality frameworks within health and care systems.	April 2024 to March 2025

COMMITMENT FOUR B

Make sure support is led by ‘what matters to you’, with helpful information and easier to understand steps.

What would make a difference?	How will we know we've made a difference?	What are we delivering now?	Timeframe for delivery	Future deliveries	Timeframe for delivery
We will make sure everyone can be involved as an equal partner in designing the support and services they receive across the whole system.	<ul style="list-style-type: none"> ■ I am listened to and heard and treated like I am an individual. ■ I am seen as someone who has something to give, with abilities, not disabilities. I get support to help myself. 	Design and implement a new adult social care Practice Learning and Development Framework, aligned to best practice standards, quality standards and performance framework.	April 2022 to March 2025	Further develop the adult social care Practice Learning and Development Framework based on learning, review and benchmarking.	April 2025 to March 2030
		Increase workforce training about the benefits of, and access to direct payments, so that people can have more control over their care provision.	April 2022 to March 2025	Embed ongoing learning and development in relation to direct payments and personalisation best practice.	April 2025 to March 2030
We will deliver more flexible and simplified ways for people to be able to purchase and arrange their care and support.	<ul style="list-style-type: none"> ■ I can manage money easily and use it much more flexibly. 	Provide a greater range of high-quality money management options for those that want to take direct payments to manage their own care.	April 2023 to March 2024	Design a welfare rights service with partners to enable an effective response to the cost-of-living crisis and prevent hardship.	April 2024 to March 2025
		Develop a Direct Payments and Personalisation Strategy which sets out our long-term approach towards increasing choice and control.	April 2023 to March 2024	Implement the Direct Payments and Personalisation Strategy and refresh the approach on a biannual basis.	April 2024 to March 2030

COMMITMENT FIVE

Recognise and value unpaid carers and the social care workforce and the contribution they make to our city.

What would make a difference?	How will we know we've made a difference?	What are we delivering now?	Timeframe for delivery	Future deliveries	Timeframe for delivery
We will develop and deliver a Sheffield Workforce Strategy for the whole system, focussing on equality, diversity, and inclusion.	<ul style="list-style-type: none"> I deal with people I know and trust that are well-trained and love their job and can make decisions with me. 	Co-develop a Sheffield Workforce Strategy which empowers and values our adult social care workforce, is representative of our diverse communities and sets out how we will improve recruitment, retention and implement the Foundation Living Wage for all social care workers in the city.	April 2022 to March 2023	<p>Implement our workforce strategy as a partnership with health, VCSE, providers, unions and partners across the city.</p> <p>Improve workforce skills in working with people with specific needs relating to learning disability, autism and mental health.</p> <p>Improve workforce skills in strengths-based conversations and assessments.</p>	<p>April 2023 to March 2026</p> <p>April 2024 to March 2026</p> <p>April 2023 to April 2024</p>
		Implement an adult social care Workforce Engagement Board to drive collaboration, quality and improvement across social care.	April 2022 to March 2024	Further develop the board with an ongoing focus on collaboration, peer challenge and benchmarking to support continuous improvement.	April 2024 to March 2030
		Transfer carer responsibilities from Sheffield Health and Social Care Trust to the Carers Centre.	April 2022 to March 2023	Implement a new approach to supporting carers supporting people experiencing mental ill health.	April 2023 to March 2025
We will embed a clear support offer and structure for all carers.	<ul style="list-style-type: none"> I am resilient and have good mental health and wellbeing. I have balance in my life, for example between being a parent, friend, partner, employee, student. 	Develop a Joint Health and Care Plan for supporting unpaid carers in the city in partnership with the Carers Partnership Board.	April 2022 to March 2024	Implement the Joint Health and Care Plan and refresh on a biannual basis in partnership with unpaid carers.	April 2024 to March 2030
		Monitor and continuously improve the carer support service that started in January 2022 in partnership with Carers Centre and unpaid carers.	April 2022 to March 2026	Continue to work collaboratively to organise and participate in awareness raising campaigns for carers. Especially during Carers Week, Young Carers Awareness Day, and Carers Rights Day.	April 2022 to March 2030
		Promote carer's assessments by improving our whole family approach to assessing and supporting carers including referring more carers from adult social care to the Sheffield Carers Centre.	April 2022 to March 2026	Develop longer term planning for families with ageing carers.	April 2025 to March 2027
		Identify more young carers when assessing adults with care and support needs and implement a new process and guidance.	April 2022 to March 2026		

COMMITMENT SIX

Make sure there is a good choice of affordable care and support available, with a focus on people’s experiences and improving quality.

What would make a difference?	How will we know we’ve made a difference?	What are we delivering now?	Timeframe for delivery	Future deliveries	Timeframe for delivery
We will ensure people can move between care and support more easily, including health, social care, providers and the voluntary, community, and social enterprise sector.	<ul style="list-style-type: none"> ■ I only tell my story once. ■ The system is easy to navigate. 	Develop practice standards that include best practice for reviews and focus on building on the individual’s strengths and assets.	April 2022 to March 2023	Implement best practice approach to reviews through workforce support and development	April 2023 to March 2025
		Develop ways for a multi-disciplinary approach to reviews to reduce duplication between services and supports.	April 2023 to March 2024	Embed new approaches in our target operating model implementation.	April 2023 to March 2025
We will embed open and transparent decision making alongside plans and priorities for adult social care, designed and developed with the people of Sheffield.	<ul style="list-style-type: none"> ■ I am listened to and heard. 	Develop a co-production and engagement approach and strategy for adult social care.	April 2022 to March 2024	Embed the co-production approach and standards.	April 2022 to March 2025
		Set up an adult social care Strategic Board and link to other boards to co-develop priorities with partners.	April 2022 to March 2023	Review progress of the ASC Delivery Plan through engagement forums and the Strategic Board.	April 2023 to March 2030
		Expand ongoing engagement and co-production mechanisms with existing and new networks. Ensure our involvement work is regularly reviewed through our governance structures.	April 2022 to March 2024	Jointly identify and resolve gaps in citizen and partner voice in adult social care, including co-designing a Citizen’s Board.	April 2022 to March 2030
		Continue close working between adult social care services and the new Integrated Care Board health structures to ensure continuation of positive relationships and shared services.	April 2022 to March 2023	Jointly identify and resolve gaps in provision and support through joint strategic and operational planning with partner organisations.	April 2023 to March 2025
		Refresh the Adult Social Care Strategy Delivery Plan annually.	April 2023 to March 2030		

About this document

Sheffield’s Adult Social Care Strategy 2022 Delivery Plan DRAFT v5. This draft version was developed in May 2022.

Available in different formats and languages. Contact us about this. Sheffield City Council Strategy and Commissioning Service. Telephone (0114) 273 4119. Email information@sheffield.gov.uk.

For more information about adult social care visit our website www.sheffield.gov.uk.

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