



Report to Policy Committee

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Report of: *Director Adult Health, and Social Care*

Report to: *Adult Health and Social Care Policy Committee*

Date of Decision: *15th June 2022*

Subject: Adult Health and Social Care, Care Governance Strategy and Quality Improvement Framework

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? 1183				
Has appropriate consultation taken place?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input 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“The (report/appendix) is not for publication because it contains exempt information gunder Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended).”</i></p>				

Purpose of Report:

- To provide an update on progress with the development of a governance framework for adult social care and particularly the Adult Health and Social Care, Care Governance Strategy and Performance Improvement Framework.
- Seek feedback on the approach, and endorsement of the Adult Social Care, Care Governance Strategy and Performance Improvement Framework.

Recommendations:

It is recommended that the Adult Social Care Committee:

1. Approves the Adult Social Care, Care Governance Strategy.
2. Approves the Adult Social Care Performance Improvement Framework.
3. Requests that the Director of Adult Health and Social Care provides the Committee with a report on the performance and quality of Adult Health and Social Care on a quarterly basis.
4. Requests that the Director of Adult Health and Social Care reviews and refreshes the Strategy and Performance Improvement Framework on a bi-annual basis for subsequent consideration by the Committee.

Background Papers:

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: <i>(Insert name of officer consulted)</i>
	<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:	John Macilwraith
3	Committee Chair consulted:	<i>George Lindars Hammond and 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: Liam Duggan	Job Title: Assistant Director- Governance and Financial Inclusion
	Date: 13th May 2022	

1.0 PROPOSAL

- 1.1 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.
- 1.2 The purpose of the Care Governance Strategy is to provide assurance and set a standard about the leadership, delivery, and quality of all adult social care services whether delivered by the Council or by independent providers whether commissioned or not across Sheffield so that we can deliver upon this vision.
- 1.3 The development of the Strategy supports delivery on our Adult Social Care Strategy and Sheffield City Council One Year Plan priority to deliver a framework for measuring our performance and quality so that people can hold us to account for the care services we provide.

2.0 BACKGROUND

- 2.1 In implementing our vision, a core outcome for Adult Social Care is that we promote wellbeing, enable a positive difference to people's lives and deliver accessible, excellent quality and person led support.
- 2.2 We believe that excellent quality support and experiences of care is delivered through enabling individuals, their family members, and carers to be fully involved in the planning and design of social care services and through developing an empowered, engaged, and valued care workforce and inclusive, compassionate, and capable leaders.
- 2.3 The Royal Assent of the Health and Social Care Act 2022 introduces an Enhanced Assurance Framework for Adult Social Care, working alongside the Care Quality Commission (CQC) and Local Authorities to do this and to improve adult social care oversight, access, and outcomes for people across England. The CQC Enhanced Assurance Framework will begin from April 2023 and enable a shift towards a focus on population and performance outcomes, quality, and co-production in our scrutiny of social care alongside how we are delivering on our legal obligations.
- 2.4 Our progress in preparing for the introduction of the CQC Assurance Framework was discussed at Healthier Communities and Adult Social Care Scrutiny and Policy Committee on 16th March 2022, which included development of the Care Governance Strategy and a Performance Improvement Framework so that we can demonstrate effective performance in delivering safe, effective, and timely support to the people of Sheffield.
- 2.5 Within this context, Director of Adult Health and Social Care Services (DASS)¹ Assurance and Local Account are a further system of assurance and due to this the Care Governance and Performance Improvement Framework also incorporates these responsibilities.

¹ DASS Statutory Role Guidance

3.0 CARE GOVERNANCE STRATEGY

3.1 A Care Governance Strategy was developed for Adult Social Care to provide an overarching framework for the governance of all aspects of Adult Health and Social Care.

3.2 The purpose of the Care Governance Strategy is to provide transparent assurance and accountability about the leadership, performance, and quality of adult social care and with that set a standard that:

- People who use our services and family members and carers have a voice, are central to the planning and development of adult social care services.
- Improving wellbeing and population outcomes, quality of life and experiences for individuals, their carers, and families remains central to our priorities and focus.
- Our supports and services are high performing, compliant with legislation, of excellent quality and are positively received by individuals and families.
- Our workforce are valued, engaged and feel empowered to continuously develop practice and delivery of social care services.
- Our resources are used effectively and efficiently across Adult Social Care.

3.3 The proposed Care Governance Strategy is set out in Appendix 1. It sets out our commitment towards improved quality and greater accountability for Adult Health and Social Care in Sheffield.

3.4 Our Care Governance Strategy is structured around five domains as follows:



3.5 *Listening and Engagement* – describes how the public, individuals and their carer's, our workforce and our partners are listened to and are involved in development and planning of adult social care services. In particular, how we commit to embedding Think Local Act Personal Making It Real as a commitment to delivering personalised care and support that matters to people.

- 3.6 *Improving Quality and Outcomes* – describes how we will develop and assure quality of practice and care, population, and performance outcomes. Its sets out how we will create the conditions for ongoing and continuous improvement of adult social care services in the delivery of support to the people of Sheffield, which includes empowering experts by experience and our workforce.
- 3.7 *Valuing our Workforce and our Leadership* – describes how we will develop a social care workforce development strategy and plan that sets out how our workforce and leaders who are inclusive and values led, engaged and feel empowered to continuously develop and improve the experience and quality of social care across the City.
- 3.8 *Ensuring Safety* – describes how we will implement safeguarding in a way that has a positive impact on people, maintain safe, legal and effective services and transitions, and ensure organisational resilience. It sets a standard for ensuring we respond in safeguarding and service delivery in a way that enhances involvement, choice and control as well as improving quality of life, wellbeing, and safety.
- 3.9 *Financial and Resource Management* – describes the requirements for good financial and resource management governance in Sheffield’s Adult Health & Social Care Service. It will set out a practical approach to how we can demonstrate use of our finances and resources effectively and efficiently to deliver best outcomes for people of Sheffield.
- 3.10 *Managing Risk and Change* – describes how we will effectively manage risks, our Adult Social Care Change Program, our response to local and national policies and plan in a way that we ensure an ongoing focus on delivery on our ambitions, empowering our workforce and establishing the enablers for sustainable long-term change in social care. It sets a standard for ensuring effective governance of adult social care and positive management of our risks and changes.
- 3.11 To ensure the Strategy is dynamic, reflects the changing shape of social care and promotes continuous improvement, it is planned that benchmarking, learning and engagement will take place on the frameworks on an ongoing basis to ensure they delivers what matters to people.

4.0 QUALITY AND OUTCOMES IMPROVEMENT FRAMEWORK

- 4.1 The Performance Improvement Framework sits within the Quality and Outcomes Domain and is set out in Appendix 2.
- 4.2 The Framework aligns with the Adult Social Care Strategy and our local and national outcome measures to establish a system of continuous improvement and ensure progress towards our vision.
- 4.3 Regular updates on the performance of the Adult Health and Social Care service on the delivery of its vision and strategy and the performance of our services will be brought to the Adult Social Care Committee.

5.0 HOW DOES THIS DECISION CONTRIBUTE?

5.1 Good governance, the Care Governance Strategy, and the Quality Improvement Framework are key to the delivery of the Council's statutory responsibilities for Adult Social Care including the following outcomes for the people of Sheffield:

- promotion of wellbeing
- protection of (safeguarding) adults at risk of abuse or neglect
- preventing the need for care and support
- promoting integration of care and support with health services
- providing information and advice
- promoting diversity and quality in providing services

5.2 These governance arrangements will support a culture of accountability, learning and continuous improvement which will enable the Council to deliver upon its vision for Adult Social Care, deliver better outcomes and an improved experience for people and a more sustainable adults social care service for the future.

6.0. HAS THERE BEEN ANY CONSULTATION?

6.1 The Care Governance Strategy describes a foundation for the governance of Adult Health and Social Care and aligns with the feedback received during our development of the Adult Social Care Strategy Commitment 4 that we will invest in a system-wide approach that means everyone receives the same standard and continuity of preventative person-centred care. Due to this the Strategy has not been formally consulted on.

6.2 One of the domains in the Care Governance strategy is Listening and Engagement. This describes the Council's commitment for the voice of people and/ or their carers to be at the heart of the governance of adult health and social care.

6.3 There is lots of work currently underway to strengthen the direct involvement of people in the decision making and co-production of adult social care services and functions. The intention is that this will be formalised in a co-produced and co-designed dedicated document which will set out the different ways that people are able to engage with the Council from complaints and surveys to board membership and performance challenge sessions.

6.4 The performance management framework includes a section (section 10) on involvement and voice. This section describes the role that people will have specifically around driving the quality and performance of adult social care services.

7.0. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

7.1 Equality of Opportunity Implications

7.1.1 A key function of the Care Governance Strategy is to ensure equality of opportunity for all because it is designed to give assurance about the delivery of the Council's statutory responsibilities for adult health and social care.

7.1.2 These duties include Care Act duties such as the duty to provide diversity and quality of services and to ensure that adults receive support that's personal to them, chosen by them and has their consent. It includes Mental Capacity Act duties to ensure that vulnerable individual retain their right to dignity and equality and Human Rights Act duties which compel public organisations to treat everyone equally, with fairness, dignity, and respect.

7.1.3 A key function of the performance Management Framework is to ensure equality of opportunity for all because it is designed to ensure delivery of the Council's Vision and Strategy for Adult and Health and Social care. This vision includes the outcome *Efficient and Effective* which includes the provision of a good choice of services that meet individual needs irrespective of background, ethnicity, disability, sex, sexual orientation, religion, or belief. The performance management framework will therefore be tasked with measuring the achievement of the service in the delivery of this ambition and identifying actions as and when performance falls short.

7.2 Financial and Commercial Implications

7.2.1 A key function of the Care Governance Strategy is to support the delivery of a financially sustainable Adult Health and Social Care Service. because it is designed to give assurance about the delivery of the Council's statutory responsibilities for adult health and social care.

7.2.2 These duties include ensuring a sustainable care market and the ability to meet eligible care needs. The ongoing resourcing of Adult Health and Social Care is a key challenge for Sheffield City Council and Local Authorities nationally.

7.2.3 The Care Governance Strategy supports the financial sustainability of Adult Health and Social Care including in the following ways:

- Quality, Performance and Outcomes – this domain focuses on quality of practice and of service and how we are delivering upon our vision and strategy. The vision includes the outcome *Efficient and Effective* which includes the provision of best value, and the performance management framework will therefore be tasked with measuring the achievement of best value.
- Financial and Resource Management – this domain focuses on the use of public money in adult health and social care from operational processes such as support approvals, through to strategic processes such as business planning.

7.3 Legal Implications

7.3.1 The main responsibilities of Adult Health and Social Care are set out in the following main pieces of legislation: the Care Act 2014, the Mental Capacity Act 2005, the Human Rights Act 1998, the Health and Care Act 2022, and Domestic Violence Act 2021.

This legislation directs Adult Health and Social Care to:

- promote wellbeing
- protect (safeguarding) adults at risk of abuse or neglect
- prevent the need for care and support
- promote integration of care and support with health services
- provide information and advice
- promote diversity and quality in providing services

7.3.2 As previously described the key function of the Governance strategy and supporting framework are to set out how the Council will ensure that Adult Social Care is statutorily compliant.

7.4 Climate implications

7.4.1 The performance management framework will ensure that climate impacts are considered in decision making as this is a part of the Effective and Efficient Outcome in the Adult Health and Social care vision and strategy.

7.4.2 The performance management framework will therefore be tasked with measuring the achievement of the service in the delivery of this ambition and identifying actions as and when performance falls short.

8 ALTERNATIVE OPTIONS CONSIDERED

Alternative options have been considered and the options are:

8.1 Option 1 - Option 'to do nothing' and have no governance or performance improvement framework. However, this would not enable delivery on the 1-year plan priority or delivery upon the Commitment 6 of our Adult Social Care Strategy.

8.2 Option 2 – Delay request for approval and implementation of the framework to enable further learning, benchmarking, and engagement. It is planned that benchmarking, learning and engagement will take place on the frameworks on an ongoing and dynamic basis to ensure it delivers what matters to people of Sheffield and is responsive to changing circumstances.

9. REASONS FOR RECOMMENDATIONS

The Adult Social Care, Care Governance Strategy, and Performance Improvement Framework and Performance Improvement Plan (ASC 1 Year Plan Priority), will ensure significant improvements in the following areas:

- People who use our services and family members and carers have a voice, are central to the planning and development of adult social care services.
- Improving wellbeing and population outcomes, quality of life and experiences for individuals, their carers, and families remains central to our priorities and focus.
- Our supports and services are high performing, compliant with legislation, of excellent quality and are positively received by individuals and families.
- Our workforce are valued, engaged and feel empowered to continuously develop practice and delivery of social care services.
- Our resources are used effectively and efficiently across Adult Social Care.
- We are prepared for pending CQC Enhanced Assurance Framework which will be introduced from April 2023.