

Adult Health & Social Care

Care Governance Strategy



MAY 2022

Sheffield City Council
[Sheffield.gov.uk/home/social-care](https://www.sheffield.gov.uk/home/social-care)

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1. Why Governance Matters

Local Government is run for the benefit of the public, so it is important that we work to a culture of openness and ethical values in our leadership and personal behaviour. Strong governance will ensure these values are embedded and understood across adult health and social care.

This document is our commitment to maintaining an excellent standard of care governance for Adult Health and Social Care in Sheffield and supports delivery of the Adult Social Care Strategy. This includes the full scope of services we provide and commission across Sheffield:

- from how we respond to serious incidents to how we determine our long-term strategy
- from how we set standards through our practice principles to how we recruit and retain a workforce dedicated to those principles
- from how we manage our resources responsibly to how we ensure fairness and inclusion
- from how we innovate and test new ideas to how we listen and respond to feedback.

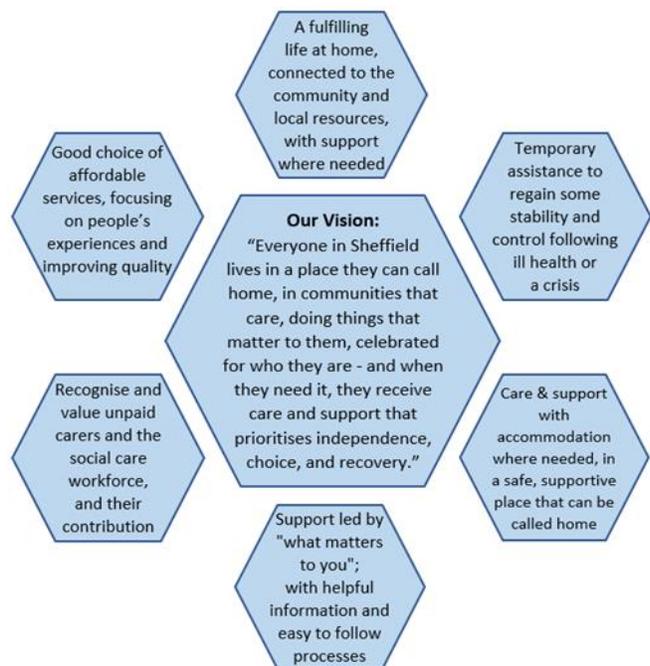
Care Governance defines how we are accountable for performance and providing the highest standard of social care *and* sets out our processes for continuously improving the quality of our services, so that individuals and their families have positive experiences of social care.

Our Vision for Adult Health and Social Care, and our commitments to deliver that strategic vision, are set out in the diagram to the right.

Each commitment links to personal outcomes defined by “Think Local Act Personal”, embodied in the commitment to make sure support is led by “what matters to you.”

Care Governance enables us to test how well we are doing in delivering this vision and how well we are keeping to these commitments.

It does this by establishing how we measure our performance on the things that matter to people, it will identify who is responsible for reporting on and improving our performance, and who we will work with to design and deliver those improvements.



In a vast and complex system, Care Governance keeps our focus on improving the quality of life and outcomes for the population of Sheffield and improving the performance of all of our adult social care services in the City.

This Strategy sets out how we will bring the service and our partners together in support of the agreed principles that underpin excellent quality adult social care. It builds on the commitments we have made to the people of Sheffield and sets out a clear structure and process to support the delivery of our priorities.

2. The Care Governance Framework

Five Domains provide the building blocks to ensure openness, transparency and accountability for performance and people outcomes and the delivery of a high performing adult social care service.



For each of these domains there are specific duties, criteria, and ways of working that we hold under continual review. In a context of limited resources, it is vital that each domain communicates and collaborates with the wider system. For example, the lessons learnt through monitoring quality and risk management need to inform our change programme and business planning.

The Social Care Institute for Excellence (SCIE) identifies core elements for social care governance in their workbook and guidance produced with Somerset County Council. Building on these core elements, the care governance framework will set out our commitments for each domain against the following:

- Leadership and accountability
- Safe and effective practice
- Accessible, flexible, and responsive services
- Effective communication and information

Listening and Engaging

Underpinning each domain are the ways we listen and engage with people who use our services, their families, and unpaid carers, our workforce, our partners and the public. This is a critical part of commitment to delivering excellent quality and accessible support and our duty to advance equality and eliminate discrimination.

Our core principle is that we co-design our developments and delivery of supports with individuals and their families and unpaid carers and ensure we have robust ways of engaging with citizens of Sheffield, our partners and our collective social care workforce across Council and Commissioned Services.

Encouraging feedback and open discussions is the most effective way of continuing improving adult social care services and designing changes for the better based on what matters to people. The Care Governance framework will build in the means of recording and reporting the opinions of people with first-hand experience and who are experts by experience.

Director's Assurance

Reaching across each domain is the Director of Adult Health & Social Care's Annual Local Account, Annual DASS Assurance Statement and Directors Assurance Statement. This provides a self-assessment for how well social care is performing in key areas:

- Individual and Carer Feedback
- Financial Performance and Governance
- Equality and Diversity
- Statutory Compliance
- Quality and Experience of Care
- Workforce Feedback and Development
- Population and Performance Outcomes
- Risk Management

This requirement links back to our role in demonstrating ethical values in leadership. It also underscores the objectives of the Care Governance framework and the ethos of accountability and openness and continuous improvement it is designed to embed throughout the service.

3. Improving Quality, Performance and Outcomes

To celebrate good practice and promote continuous improvement, we will co-develop with people with lived experience a transparent definition of what good quality support means and looks like.

We have developed a Performance Improvement Framework so that the information we capture is used to identify better ways of working and reporting and build a culture of ongoing learning and continuous improvement across adult social care. Key indicators will provide the measures for how well we are doing and where we can improve.

- Practice Principles and Standards for Quality Care will be co-developed for application across the sector so that people know the standard of the service which should be delivered no matter who the provider is.

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- Co-developing standards which ensure equality of access to services and enable delivery of culturally appropriate care and support.
 - Audits of practice will ensure our strengths-based approach is applied, people are enabled to live more independently, good work is recognised, and best practice shared.
 - New ways of listening to people, including capturing regular feedback, and engagement with forums, which represent individuals and carers views will identify issues from a customer experience perspective supporting continuous improvement.
 - Analysis of how we achieve population and performance outcomes will be focussed on:
 - ✓ Could something have been done earlier if the right information was available?
 - ✓ Was there an opportunity to enable individuals to achieve independent life?
 - ✓ How can we use learning to continuously improve services?

4. Ensuring Safety

While a Performance Improvement Framework ensures our day-to-day operations are effective, we will focus on developing a Framework of what good looks like for Ensuring Safety..

Our approach is to implement safeguarding in a way that has a positive impact on people and enhances involvement, choice and control to improve an individual's quality of life, wellbeing, and safety.

Our practice frameworks will promote partnership and collaboration which reduces duplication and enables individuals to only have to tell their story once and be informed by Making it Real and a positive risk management approach, which balances risk with enabling people to live independently.

In addition, we will also have clear escalation routes and business continuity plans when normal service is at risk from disruption and effective pathways and processes to prevent harm from occurring or re occurring, particularly at times of transition. As part of this we will embed learning from serious incidents, complaints, and audits to prevent recurring harm.

5. Valuing our Workforce and Our Leaders

Our approach is to value our workforce and our leaders. We will develop a Framework with partners which sets out how we will enable an engaged, informed, confident and capable workforce and leaders who feel valued and empowered to make a difference in adult social care.

This includes a:

- Workforce Strategy and Development Plan focused on an analysis of our workforce requirements, recruitment, retention, and training across Council and all commissioned providers.
- Robust approach which ensures the recruitment and retention of a diverse care workforce so that individuals are supported by a workforce that reflects the population of Sheffield, reflects their cultural preferences, and delivers culturally appropriate care.
- Joint approach with health and wider partners to enable development of clear career pathways and opportunities across the City.
- Leadership framework which enables development of capable, inclusive, and compassionate leaders across Sheffield.
- Engagement statement which sets out our approach to engagement and involvement of our workforce in the design and development of social care.
- Wellbeing statement about how we promote wellbeing of our care workforce across Sheffield.

6. Effective Financial and Resource Management

The priority for Adult Health & Social Care will always be about enabling individuals and their carers to achieve positive outcomes and promote wellbeing.

Alongside this its important that we manage the resources and funding we have as effectively and efficiently as possible so that we can demonstrate best value and use of our resources to promote wellbeing and discharge our duties. To this end we will develop a Framework with partners which sets out what good financial and resource management looks like.

This includes:

- Monitoring our establishment across all social care to enable robust reporting.
- Monitoring spending as an integral part of our regular reports on Performance and Risk
- Controls and accountability for purchasing services, recruitment, and provider payments
- Value for Money reviews of commissioned and council run services
- Transparency on individual contributions to care as a vital part of sustainable services
- Financial oversight and budget setting for the future under the Business Planning Cycle.
- Quarterly reporting on financial recovery progress and development of sustainable services.

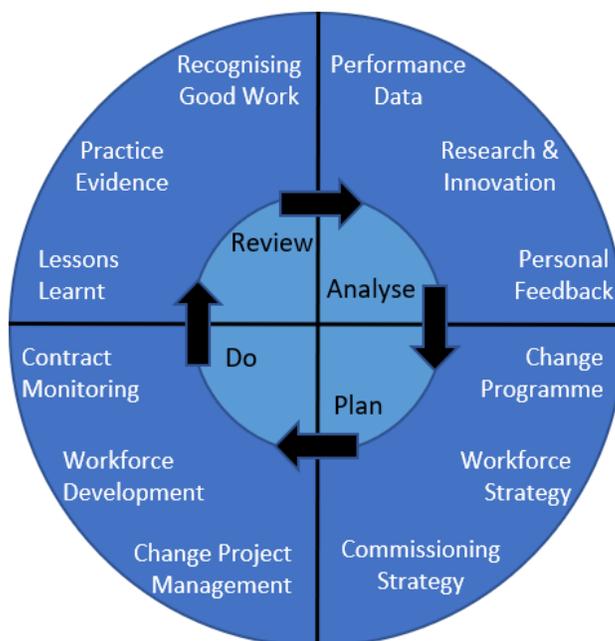
7. Managing Risk and Change

The main benefit of the Care Governance Framework will be to provide the methodology for converting a vast and diverse range of information into coordinated plans for how we manage risk, improve services, make best use of our resources.

The commissioning cycle model provides an established template and shows how citizen feedback, performance outcome information and feedback from complaints, compliments and our workforce build up to drive meaningful change.

This approach applies to both the services we purchase from a range of providers, the many services we deliver ourselves. Therefore, our governance will cover both our Commissioning & Contract Management role and our Change Programme.

Our Business Planning function provides the link between service design and financial resources while our Business Change function develops and implements the strategic changes required to ensure there are sufficient services available across the city. Our Service Planning function, developed with a fully engaged workforce, will deliver those changes.



8. The Role of the Adult Health & Social Care Strategic Partnership Board

Ownership of the Care Governance Strategy will sit with the Adult Social Care Strategic Board and the Adult Health and Social Care Committee.

The Adult Social Care Board is chaired by the Director of Adult Health & Social Care and an Executive Member and attended by the Chair of the Sheffield Safeguarding Board, the Directors for Commissioning, Finance, Housing, Communities, Children & Families, as well as representatives from the NHS, Voluntary Sector, and Independent Sector.

The Board also has prioritised implementation of a Citizens Board to ensure the voices of individuals and carers and the public are central to how we implement our Strategy and delivery of adult social care. Our priority is to ensure we embed co-production and co-design as core to how we develop and deliver social care.

As well as owning the delivery of the Adult Social Care Strategy for Sheffield and development of partnerships, the Board will provide oversight of our performance in delivering improved outcomes for the people of Sheffield.

The AHSC Strategic Board will sit within the wider governance structure in Sheffield and will connect with policy makers and strategic planners, as well as linking with partners and executive management.

The Board is accountable to democratically elected members of the Council and to Sheffield's Health and Wellbeing Board – a partnership between the Council and the NHS formed to deliver a joint approach to tackling health inequalities for people of all ages.

9. What We Will Do Next

A full Care Governance Framework will be co-designed with individuals, families, carers and our workforce and detail how each of the domains fulfils the objectives of the core elements of social care governance and individual remits specific to each area of work. We will work with the people we support, our partners and our workforce to produce and maintain the framework in a way that is meaningful and practical and which can provide assurances about adult social care.

As part of the detailed framework, the purpose of meetings, reports and procedures will be reviewed to embed accountability and drive continuous improvement across adult social care.

The Adult Health & Social Care Strategic Board will own delivery of the strategy and be responsible for maintaining it as a living document that is relevant to working practice. The Strategic Board will also be the accountable body for acting on the recommendations for change derived from the Care Governance process and prioritising the improvements we make.

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