



Report to Policy Committee

Author/Lead Officer of Report:

Alexis Chappell, Director Adult Health and Social Care

Contact:

Report of: Director of Adult Health & Social Care

Report to: Adult Health and Social Care Policy Committee

Date of Decision: 21st September 2022

Subject: *Director of Adult Social Services (DASS) Report to Committee*

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, what EIA reference number has it been given?				
Has appropriate consultation taken place?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" 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: -				
<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"The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended)."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>				

Purpose of Report:

This paper provides a Director's update regards the performance and governance of Adult Health and Social Care Services, including progress in meeting DASS accountabilities and delivering on our statutory requirements.

It also provides an update regards Adult Health and Social Care progress in relation to the Council's Delivery Plan and key strategic events and issues on the horizon.

Recommendations

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

- Notes the Director of Adult Health and Social Care report

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:
	Legal: Sarah Bennett
	Equalities & Consultation: Ed Sexton
	Climate:
<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>Alexis Chappell</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: Alexis Chappell
	Job Title: Director Adult Health and Social Care
Date: 12th September 2022	

1	PROPOSAL
1.1	This paper provides a Director’s update regards Adult Health and Social Care Services, including progress in meeting DASS accountabilities and delivering on local and national reforms and our change programme.
2.0	BACKGROUND
2.1	This report starts with a thank you to all of the social care sector, our teams and partners, who work consistently work well together to deliver the best outcomes for people of the City.
2.2	Adult Health and Social Care is about people. It is about improving the outcomes, experiences, and wellbeing of people of Sheffield, their families, carers, and our workforce.
2.3	It is also about partnership and its about building and strengthening our relationships within our partnerships so that we can build trust and opportunities for collaboration across the City, which ultimately benefit individuals, carers and our workforce.
2.4	<p>Over the past 20 months we have made significant inroads in achieving and delivering upon our vision and our ambition to improve outcomes of people of Sheffield which is described in our strategy¹ and accompanying Delivery Plan² - Living the Life You Want to Live:</p> <p><i>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’.</i></p>
2.5	<p>These inroads, are being made at a time of significant change and reform across adult social care at a time where all adult social care services are continuing to respond to the pandemic, the cost of living and energy crisis as well as prepare for the introduction of the: -</p> <ul style="list-style-type: none"> • Social Care Charging Reforms • Fair Cost of Care and Market Sustainability Planning • Care Quality Commission (CQC) Adult Social Care Assurance Framework • Liberty Protection Safeguards and further strengthening of our approaches preventing abuse and harm to individuals and protecting individual’s human rights. • Changes to the Mental Health Act along with significant increase in mental health contacts during the pandemic. • Reporting on our Social Care Workforce Capacity • Integration and the development of the new Integrated Care Systems, which also includes an assurance framework.

¹ Adult Social Care Strategy - [Living the life you want to live Sheffield's adult social care vision 2021 to 2030](#)

² Adult Social Care Delivery Plan - [11. Appendix 1 - Adult Social Care Delivery Plan.pdf \(sheffield.gov.uk\)](#)

2.6	<p>These national reforms have been incorporated into the five-year Adult Social Care Change Programme, which was developed in June 2021, after a period of self-assessment using <i>LGA Towards Excellence in Social Care</i> to provide a framework, governance structure and focus which ensures that we deliver on our vision and in doing so improve individuals and carers outcomes, tackle inequalities and experiences and quality of social care across the City.</p>
2.7	<p>Progress updates on the Change Programme and our preparations for introduction of national reforms were subsequently reported to Health & Adult Social Care Scrutiny & Policy Development Committee Scrutiny Committee on November 2021³, March 2022⁴, ⁵, Education, Health, and Care Transition Committee regards our homecare transformation and independent living plans and are built into the programme of the Adult Health and Social Care Policy Committee for 2022/ 2023.</p>
2.8	<p>Updates are provided in this report and it is intended that a full report on the progress with the change programme will be provided to November Committee as part of the Adult Social Care Local Account and DASS Statutory Assurance Statement for approval.</p>
2.9	<p>To this end, this report sets out updates in relation to:</p> <ul style="list-style-type: none"> • Leadership and Operating Model of Adult Health and Social Care • Improving Outcomes and Tackling Inequalities • Valuing our Social Care Workforce • Financial and Legal Governance
	<p>Leadership and Operating Model</p>
2.10	<p>Over the past year, the Service has refreshed and strengthened our leadership arrangements to build capacity to take forward the significant local and national changes that are required and lay the foundations for greater integrated working with partners across the City. The new arrangements will be fully implemented by November 2022 and were summarised in a report to Committee on 15th June 2022.</p>
2.11	<p>At the same time, the service has also been taking forward the design and development of a community integrated model structured around care groups and joint working with health, housing, and voluntary sector colleagues. Consultation is presently underway and it's aimed that this is completed by November 2022 with implementation through 2023.</p>
2.12	<p>At the November Committee, proposals for a new operating model for Adult Health and Social Care will be brought for approval. The new model will aim to establish the operating conditions to deliver on our vision, deliver improved</p>
<p>³ Adult Social Care Update - Scrutiny Report Social Care 24.11.21.pdf (sheffield.gov.uk) ⁴ Adult Social Care Update - Scrutiny Report AHSC Change Programme 16.3.22.pdf (sheffield.gov.uk) ⁵ Adult Social Care Update - Scrutiny Report - CQC New ASC Assessment Framework - Inspection Readiness Update - Final Version - 0.pdf (sheffield.gov.uk)</p>	<p>outcomes and experiences of social care in the City and deliver greater strategic, tactical, and operational joined up working with partners across the City.</p>

2.16	<p>To provide assurances to the Committee regards Adult Health and Social care performance and delivery upon the indicators and milestones contained within the Councils Delivery Plan, for the November Committee its intended to deliver the following:</p> <ul style="list-style-type: none"> • A performance dashboard with key service indicators and associated Directorate Delivery Plan, aligned to the Council Delivery Plan, setting out a high-level overview of our performance, benchmark, and trajectory towards achieving an excellent quality and high performing adult social care service. • A health and care outcomes framework to demonstrate the impact of health and care in the City on people of Sheffield and our workforce. • A Director of Adult Social Care Assurance Statement setting out current compliance with duties. Any improvements identified will be added to the directorate delivery plan. • A Local Account setting out our performance and priorities for 2023 – 2024.
2.17	<p>In addition, to this working in an integrated way with health colleagues has been a key priority for the service and with that a number of developments are underway which includes establishing joined up approaches which set out to improve:</p> <ul style="list-style-type: none"> • Our quality of health and care through development of a joint quality board • Support to people with a learning disability, people who are autistic, people experiencing mental ill health, older adults and people with dementia through looking at our pathways, resources, commissioning and support options across health, care, and housing. • Individuals experience of safeguarding, discharge from hospital and access to support.
2.18	<p>Valuing our Social Care Workforce</p> <p>It is not underestimated the impact the multiple reforms, pandemic, cost of living and financial challenges have on our workforce and to that end its important that there is an ongoing focus on our workforce wellbeing, nourishment, and development across both council and commissioned services.</p>
2.20	<p>To that end, several developments are underway to value our workforce and promote recruitment and retention which include implementing:</p>

	<ul style="list-style-type: none"> • A consultation to implement career progression and workforce development schemes for social workers, social care professionals and social care staff across the Council. • Learning and development and workforce development as part of our new recommissioning frameworks. • Developing a workforce plan and development strategy for launch in 2023 which sets out how an approach towards valuing our social care workforce. • Promoting apprenticeships across social care. • Developing a social care marketing and recruitment campaign to support recruitment to vacancies across the sector and see social care as positive career.
2.21	<p>Progress updates will be provided through the Directorate Delivery Plan and a report to Committee in February 2023 which will be seeking endorsement of our approach and a workforce plan.</p>
	<p>Financial and Legal Governance</p>
2.22	<p>In amongst the local and national changes and reform agenda, adult health and social care services are also responding to the financial challenges experienced locally and nationally. The impact of the financial challenges on adult social care were reported by ADASS (Association of Directors of Adult Social Care) spring budget survey⁹ with Directors of Adult Social Services in England expected to deliver a total of £597m in savings for this year (2022/23).</p>
2.23	<p>Cumulatively this means that adult social care services in England have been required to find £1.8bn in savings over the last three years. However, only 25% of Directors are fully confident they can deliver the expected savings this year and just 12% of Directors are confident that they have the resources to deliver on all of their legal responsibilities this year, and just 3% next year. This is a clear risk when faced with an introduction of a Care Quality Commission Adult Social Care Assurance Framework from next year.</p>
2.24	<p>In recognition of this significant challenge, the Service has endeavoured to ensure a robust response to our financial and legal compliance challenges faced with implementation of arrangements to improve our sustainability and governance of the service over the past year. At Quarter 1, we are forecast to deliver £7.4m savings and achieve £16,711 savings overall.</p>
2.25	<p>The arrangements, milestones and progress are now reported to each Adult Health and Social Care Policy Committee by way of:</p>
	<ul style="list-style-type: none"> • A Financial Progress and Use of Resources Delivery Plan and report, with the first report on 15th June 2022¹⁰ and the second introduced at Committee on 22nd September 2022 setting out our progress in delivering upon savings as well as providing an update regards our governance improvements
	<p>⁹ adass-spring-budget-survey-2022-key-messages-docx-final-no-embargo.pdf</p>
	<p>¹⁰ Financial Progress and Use of Resources Update 15/06/22 - Draft Protocol for Cabinet Reports (sheffield.gov.uk)</p>

	<ul style="list-style-type: none"> • A Care Governance Strategy approved on 15th June 2022 and implementation of performance clinics to deliver on the strategy. • Regular service briefings, review of progress and service governance.
3	HOW DOES THIS DECISION CONTRIBUTE
3.1	Organisational Strategy
3.1.1	Our long-term strategy for Adult Health and Social Care , sets out the outcomes we are driving for as a service, and the commitments we will follow to deliver those outcomes:
3.1.2	<ul style="list-style-type: none"> • 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 were 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. <p>Make sure there is a good choice of affordable care and support available, with a focus on people’s experiences and improving quality.</p>
4	HAS THERE BEEN ANY CONSULTATION?
4.1	The purpose of this report is provide and update in relation to Adult Health and Social Care Services.
4.2	Consultation is undertaken during the development of proposals for the budget and implementation of proposals for the budget as appropriate.
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	This update is based on a strategic approach, which 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) .
5.1.2	Any individual parts of our change and activity 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) , and is closely aligned with the budget strategy.
5.3.2	The additional update does not alter this strategy, although does add a layer of detail.
5.4.3	All individual components of Adult Social Care activity 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	<p>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:</p> <ul style="list-style-type: none"> • 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	<p>One of the stated aims of this report is to provide an update in terms of the Director of Adult Social Care's responsibilities. Section 6 of the Local Authority Social Services Act 1970 places a duty on a local authority to designate a Director of Adult Social Services ("DASS"). The DASS's key leadership role is to deliver the local authority's part in:</p> <ul style="list-style-type: none"> - Improving preventative services and delivering earlier intervention - Managing the necessary cultural change to give people greater choice and control over services - Tackling inequalities and improving access to services □ Increasing support for people with the highest levels of need
5.3.4	<p>There are seven key aspects to be included in the DASS's remit:</p> <ol style="list-style-type: none"> (i) Accountability for assessing local needs and ensuring availability and delivery of a full range of adult social services (ii) Professional leadership, including workforce planning (iii) Leading the implementation of standards (iv) Managing cultural change (v) Promoting local access and ownership and driving partnership working

	<ul style="list-style-type: none"> (vi) Delivering an integrated whole systems approach to supporting communities (vii) Promoting social inclusion and wellbeing
5.3.5	This report provides an update on how the Local Authority and the DASS are meeting their responsibilities outlined above.
5.4	Climate Implications
5.4.1	The Adult Social Care Strategy 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	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	Not applicable – no decision or change is being proposed.
7	REASONS FOR RECOMMENDATIONS
7.1	No formal decisions is being sought but the Committee is asked to note the update.