



## 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:** 19<sup>th</sup> December 2022

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

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?				
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 (<b>report/appendix</b>) is not for publication because it contains exempt information under Paragraph (<b>insert relevant paragraph number</b>) of Schedule 12A of the Local Government Act 1972 (as amended).”</i></p>				

### 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.
- Endorses progress against Council Delivery Plan and One Year Plan in relation to actions required by Adult Social Care.

## Background Papers:

Appendix 1 – Council Delivery Plan Update

Appendix 2 – Overview of Change Programme.

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: Ann Hardy
		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	<b>SLB member who approved submission:</b>	<i>Alexis Chappell</i>
3	<b>Committee Chair consulted:</b>	<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.	
	<b>Lead Officer Name:</b> Alexis Chappell	<b>Job Title:</b> Director Adult Health and Social Care
	<b>Date: 5<sup>th</sup> December 2022</b>	

# 1 PROPOSAL

1.1 This report starts with a thank you again 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.

1.2 Following on from the last DASS report, the service has continued to make significant inroads in achieving and delivering upon our vision and our ambition to improve outcomes of people of Sheffield which is described in our strategy<sup>1</sup> and accompanying Delivery Plan<sup>2</sup> - Living the Life You Want to Live.

1.3 Adult Social Care is about collaborating with individuals, carers, partners, and our workforce so that we deliver the best outcomes for people and communities of Sheffield. All what we are taking forward in our change programme is to enable people to live the life they want to live.

## 1.4 Service and Performance Updates

1.4.1 At Committee today, is an update regards key change activity for approval by Committee which continue to assist us to further our change programme and deliver upon our vision and strategy. These are:

- Improving Outcomes and Tackling Inequalities Through Partnership Working Update, including approval for a city wide outcomes framework.
- Personalisation and Direct Payments and Unpaid Carers Strategies to improve choice and control and support to Carers.
- Our progress with updating our Care at Night, Information and Advice, Co-Production & Involvement, Eligibility and Trajectory towards our Fair Cost of Care Offer
- Our Budget Position 22/23 and our progress against LGA recommendations noted in September 2022.

1.4.2 The pandemic impacted significantly on our operational delivery and established waiting lists. Our priority, therefore, at the start of this year was to clear our backlogs and establish practice improvements so that we could implement our new operating model without waiting lists and with that enable the best start to a new way of working.

We are on trajectory to do that by June 2023 and key progress is as follows:

- **36%** reduction in equipment and adaptations waiting lists (from 2442 people waiting up to 18 months a year ago to 1555 people waiting up to 4 months at December 2022).
- **51% reviews** completed and we are on target to achieve 75% reviews completed by June 2023. This is a key focus for 23/24 to achieve sustainable performance.
- **59% reduction** with the safeguarding waiting list (from 598 in August 2022 to 245 in December 2022). This is a significant improvement from last year.
- **59% reduction of people** waiting for homecare services to be put in place (from 234 in September 2022 to 95 in December 2022). Again, this a significant reduction from last year.
- **100% reduction** in Care at Night Waiting Lists with no waits at December 2022.

1.4.3 As we move into new teams and ways of working our priority and performance focus from 1<sup>st</sup> April 2023 to 1<sup>st</sup> April 2024 will be to improve our response to complaints, FOI and PDR's as well as continue to build a strength and enablement focused practice base through consolidating our approach to learning.

## **1.5 One Year Plan, Council and Directorate Plan Update**

1.5.1 On 21<sup>st</sup> July 2021 a [One Year Plan](#) (OYP) was approved by the Cooperative Executive and following that a [Council Delivery Plan \(CDP\)](#) was approved by the Strategy and Resources Committee on 30<sup>th</sup> August 2022. In each plan are identified actions for Adult Health and Social Care to complete.

1.5.2 In addition to this, Adult Social Care implemented a Change Programme following self-assessment using Towards Excellence in Social Care in 2021 and to support implementation of our Adult Social Care Strategy, Vision and Outcomes and Commitments. This then informed a Directorate plan to enable the service to improve wellbeing outcomes, deliver compliance with legislation and financial sustainability.

1.5.3 Good progress has been made in delivering upon actions identified in all plans

- ✓ Attached at Appendix 1 is the Adult Social Care part of the Council Delivery Plan progress and an update against the One Year Plan. In summary, we are making good progress with each of the actions and have plans in place to address each of the areas of performance improvement.
- ✓ At Committee today is the Area for Development in the Council Delivery Plan – Improving Outcomes Through Tackling Inequalities and Partnership Working. This demonstrates good progress is being made and good relationships are in place between health and care to implement the actions.
- ✓ The Areas for Development Valuing our Social Care Workforce is planned for an update at February Committee alongside request to approve an Adult Social Care Workforce Strategy.
- ✓ The Area for Development Adult Safeguarding – a safeguarding delivery plan was approved at Committee on 21<sup>st</sup> September 2022 and since then actions are progressing well. Briefings have been provided on development of a Multi-Agency Screening Hub and a multi-agency safeguarding review as a preparation for CQC.

1.5.4 As we go forward into 2023/ 2024, the service will now move into annual business planning cycle per portfolio, aligned to a Directorate plan and the Adult Social Care Strategy. This presents a further step in implementing the future design of adult social care approved at Committee and establishing effective governance throughout the service to improve outcomes and wellbeing for individuals.

## **1.6 Progress In Implementing the Future Design of Adult Social Care and Delivering on Director of Adult Social Care Services (DASS) Statutory Duties.**

- 1.6.1 On 16<sup>th</sup> November 2022, Committee approved the future design of adult social care. The future design is about establishing the model, conditions and enablers which improve outcomes for individuals, carers, our workforce, our performance and delivers a sustainable social care service.
- 1.6.2 An overview of the change programme trajectory to 2024 is attached at Appendix 2. It highlights in one page the journey and priorities over the next year.
- 1.6.3 Good progress has been made in implementing the future design, our statutory duties and with that developing a community connected social care service which works in partnership with primary care, healthcare, voluntary sector, housing, education, children, and wider partners in communities across Sheffield is as follows:
- ✓ Social Care Teams have made preferences for portfolios and its aimed that the move to portfolios of adults with disabilities, living and ageing well and mental health will be completed over next 2 months with full implementation by June 2023.
  - ✓ Recommissioning of homecare supported living, day activities, mental health is well underway following approvals at Committee and on track for implementation by June 2023. This will enable implementation of commissioned resources which work in partnership with Sheffield Council teams in a connected way and which are commissioned for quality, enablement, and strength-based approaches.
  - ✓ Strengthening of Care Governance and Practice Development, including business planning so that we embed continuous improvement and a focus on delivering excellent standards.
  - ✓ Working with individuals, carers, and partners to deliver an improved offer in relation to our information and advice, co-production, personalisation, unpaid carers. Updates in relation to each are at Committee today.
- 1.6.4 A number of key steps, with partners, are planned to be brought to Committee between January and March 2023, which will further build confidence in our delivery of the future design.
- A new early intervention and prevention model.
  - Support individuals living in care homes including how we ensure individuals; carers views are central to any planning and transitions, how we ensure sustainability of residential care across the City and how we take a joined up approach with health and providers to deliver excellent care.
  - Strategies which develop an Autism Inclusive Sheffield, and which promote Emotional Wellbeing and Mental Health.
- 1.6.5 What's important in our journey of change and transformation is our commitment to co-production and collaboration and working in an open and transparent way to improve lives and outcomes of people of Sheffield.

## **2 HOW DOES THIS DECISION CONTRIBUTE**

### **2.1 Organisational Strategy**

2.1.1 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:

- 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.

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

### **3 HAS THERE BEEN ANY CONSULTATION?**

3.1 The purpose of this report is to provide an update in relation to Adult Health and Social Care Services.

3.2 Consultation is undertaken during the development of proposals for the budget and implementation of proposals for the budget as appropriate.

3.3 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

### **4 RISK ANALYSIS AND IMPLICATIONS OF THE DECISION**

#### **4.1 Equality Implications**

4.1.1 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 \(sheffield.gov.uk\)](#).

4.1.2 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.

#### **4.2 Financial and Commercial Implications**

4.2.1 The strategy was supported by a financial strategy, which can be found on the Council website [Our adult social care vision and strategy \(sheffield.gov.uk\)](https://www.sheffield.gov.uk/our-adult-social-care-vision-and-strategy), and is closely aligned with the budget strategy.

4.2.2 The additional update does not alter this strategy, although does add a layer of detail.

4.2.3 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.

### **4.3 Legal Implications**

4.3.1 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.

4.3.2 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.

4.3.3 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.

### **4.4 Climate Implications**

4.4.1 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.

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

### **4.5 Other Implications**

4.5.1 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.

## **5 ALTERNATIVE OPTIONS CONSIDERED**

5.1 Not applicable – no decision or change is being proposed.

## **6 REASONS FOR RECOMMENDATIONS**

### **6.1 Reasons for Recommendations**

This report provides an update regards Adult Social Care activities for Members.