



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: 8th February 2023

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“The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended).”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></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.
- Notes the attached What Good Looks Like Assurance
- Notes the work underway to prepare for CQC Assurance including review and practice and learning development plan

Background Papers:

Appendix 1 – DASS Responsibilities Overview and Allocation of Officers

Appendix 2 – Council Delivery Plan Update

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	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: 19th January 2023	

1 PROPOSAL

1.1 This report starts as always 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 strategy¹ and accompanying Delivery Plan² - Living the Life You Want to Live.

1.3 Adult Social Care about collaborating with individuals, 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

1.4 Adult Health and Social Care Strategic Update

1.4.1 As we go into 2023 and into year two of our adult social care transformation programme, we would like to say a huge thanks to all in adult social care who are on our journey of change.

1.4.2 In 2022, we built upon the listening conversations which took place in 2021 with our workforce, our partners, the people we support and unpaid carers and from that published our very first Adult Social Care Strategy – [Living the Life You Want to Live](#) in March 2022 and an accompanying [Delivery Plan](#) in June 2022. This provided us with a framework to take forward a range of developments to improve the lives and outcomes of citizens of Sheffield.

1.4.3 Over the past year, our teams have worked in partnership with colleagues across Sheffield and beyond to deliver on what you and the people we support told us mattered, which includes:

- Co-developing a [future design of adult social care, personalisation strategy, co-production and citizens engagement framework](#) and a [care governance framework](#). This includes taking forward the development of a community connected adult care and wellbeing service which is on work in partnership with colleagues across the City to improve outcomes for people, unpaid carers and our workforce.
- Preventing abuse and harm with our partners through co-developing a Multi-Agency Screening Hub, implementing our [Safeguarding Delivery Plan](#) and delivering our [Changing Futures Programme](#).
- Supporting and valuing our unpaid carers as a partnership with colleagues across the City through our [Carers Delivery Plan and Strategy](#) and Partnership.
- Enabling a shift towards delivering outcomes based, person led and excellent quality social care services through recommissioning of all

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

[Working Age Adults](#), support for [people experiencing Mental Ill Health](#) and our [Care at Night Services](#)) over this year so that we have new long term arrangements in place from June 2023 and implementing our new [Market Shaping Statement](#), [Sustainability Plan](#), a [Mental Health Market Shaping Statement](#) and a [Housing with Support Market Position Statement for people with a learning disability and/ or autism](#).

- Enabling people to live independently through promoting [technology enabled care](#) with key projects such as the [Happiness Project](#), our [Equipment and Adaptations Criteria](#) and development of a new information and advice self-help hub – [Our Sheffield Directory](#) and Digital Strategy will be launched in 2023 along with key projects which further embed our use of digital technologies to enable people to live healthy, independent lives and more easily find out about our services, supports on offer and what we do.
- Working in a joined up way with health and housing colleagues to [improve outcomes and tackle inequalities](#), co-develop a [city wide outcomes framework and delivery plan](#) so that we can jointly measure the impact of what we are doing and deliver joined up supports so that people only need to tell their story once.

1.4.4 Alongside all of this, we have made great strides in doing what we said we would do at the start of this year in reducing our waits across all services, increasing reviews completed and establishing financial sustainability. This was reflected in our [Local Account 2021 – 2022](#) as well as our regular [financial position updates](#) to Committee.

1.4.5 As we look forward, we have some exciting developments in 2023 which will further consolidate how we improve lives and outcomes of people of Sheffield. 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:

- Sheffield Autism Strategy
- Residential Care Commissioning Plan
- Adult Social Care Digital Strategy
- Market Sustainability and Fair Cost of Care Plan
- Conversion Practice Statement
- Our Budget Position and Financial Recovery Plan Update
- Sheffield Mental Health and Emotional Wellbeing Strategy

1.4.6 Following on from decisions made in 2022, in March, it's also aimed to deliver upon the following for consideration by Committee:

- Financial Update – which includes an update in relation to the Disabilities Facilities Grant and Budget following on from the equipment and adaptation reports discussed in November and December and in addition, an update in relation to our joint financial planning with health.
- Safeguarding Update – Progress against the Safeguarding Delivery Plan and following the briefing provided to members and our key priorities and focus for 23/24.
- Quality and Performance Update – An update in relation to learning from a survey of individuals views and experiences, review and performance progress and practical arrangements to deliver upon these and quality of our care services.
- Workforce Development Strategy – The Adult Social Care Workforce Strategy which includes a Social Care Workforce Wellbeing and Practice Development Plan.
- An Adults Early Help Strategy – this will set out how we will implement early intervention and prevention in line with the Care Act statutory guidance and build upon the ambitions set out in our future design.
- Learning Disabilities Strategic Plan – this will set out a strategic plan including a self-assessment in relation to Alders Best Practice and Oliver McGowan Training.
- Directorate Plan for 23/24 - building upon information in this report today and including preparations for CQC, Directors Assurance and performance update and leading way for annual business planning

1.5 Adult Health and Social Care Performance Update – Next Steps for 23/24

1.5.1 As we move into new teams and ways of working our priority and performance focus from 1st April 2023 to 1st April 2024 will be to continue clearing our backlogs and delivering by 1st April 2024:

- 75% reviews by June 2023 and 80% Annually thereafter – A review plan has been developed to do this, part of which is reflected in the budget report to Committee today.
- Individuals in need of equipment and adaptations are seen within 6 weeks and our waiting list has reduced to 400 by June 2023. This is on track following on from the report to committee agreed on November 2022.
- People receive confirmation about support needed within statutory timescales (28 days).

- Our social care providers are rated as good or better by CQC.
- A response to complaints, FOI, and PDRs within statutory milestones.
- An increase in the overall satisfaction of carers with social services: % Extremely or very satisfied
- Individuals using our services are increasingly satisfied with their care and support.
- Our workforce who feel valued through clear progression routes, a clear wellbeing offer and opportunities to be involved and engaged in developing our social care offer.
- DASS can provide both DASS and Directors Assurance that the service is legally compliant and robust assurances are in place.

1.5.2 To support achievement of these objectives the following is being implemented for start 1st April 2023, as we move to new teams with the implementation of the future design of social care. These are: -

- Assurance and Continuous Improvement - The [Cycle of Assurance](#) agreed at Committee on 16th November and an associated practical delivery plan to embed a continuous improvement and learning culture across the service.
- Annual Service Planning - Annual Service Business Plans for presentation and discussion at Committee by each Assistant Director along with a Directorate Plan to enable scrutiny by Members.
- Annual Review and Self-Assessment - Annual self-assessment and external peer challenge/ assurance, support, and benchmarking so that we are continually learning and developing best practice in adult social care, and this then informs our annual service business plans.
- Leadership and Service Capacity – Continuing to develop our leadership and service capacity and resilience throughout so that we have strong foundations, manageable workloads, and workforce wellbeing across the sector.
- Innovation - Working with national organisations to support and enable good practice and innovation within Sheffield.

1.5.3 However, crucially underpinning all of this is embedding a culture of empowerment, value, trust, and compassion across Adult Care and across all our workforce – both within Sheffield City Council and across all our providers, which enables everyone to feel engaged to lead and deliver

excellent quality support which individuals and carers feel is positive. This will be our key focus for 23/24 as a golden thread across all our activities.

1.6 CQC Assurance Update

- 1.6.1 The new CQC Single Assessment Framework will go live in 2023/24 and will look at how the care provided in a local system is improving outcomes for people and reducing health inequalities in their care. They will do this by looking at how services are working together within an integrated system, as well as how systems are performing.
- 1.6.2 The assessment of ASC by the CQC will focus on councils' delivery of their duties as set out in the Part 1 of the Care Act 2014. It is also important to recognise that the Care Act links across to the Mental Health Act and the Mental Capacity Act - meaning that CQC will also assess ASC's performance in these areas. This will likely start from 1st April 2023.
- 1.6.3 There is always a risk that Sheffield is visited early in the programme of activity due to CQC activity elsewhere in the system. Our preparations and joint working with health and voluntary sector colleagues support us to be prepared in event of an early contact.
- 1.6.3 The assessment framework has been grouped into four key themes, each with several quality statements mapped to them. The four themes are as follows:
1. **How councils work with people** – assessing needs, care planning and review, direct payments, charging, supporting people to live healthier lives, prevention, wellbeing, information, and advice.
 2. **How councils provide support** – market shaping, commissioning, workforce capacity and capability, integration and partnership working.
 3. **How councils ensure safety** – safeguarding enquiries, reviews, Safeguarding Adults Board, safe systems, pathways, and continuity of care.
 4. **Leadership** – culture, strategic planning, learning, improvement, innovation, governance, management, and sustainability
- 1.6.4 There will also likely be a focus on integrated working aligned to how Adult Social Care in particular is working in a joined up way with Integrated Care Boards.
- 1.6.5 ADASS have developed a toolkit which includes CQC readiness self-assessment, a resource which sets What Good Looks Like standards to inform our approach to preparation. The toolkit is attached at Appendix 1 for information for Members and along with CQC quality statements and measures forms basis of our self-assessment.
- 1.6.6 Following briefings with Members and information to Health Scrutiny Committee during 2022, a follow up briefing is arranged for March 2023 to

1.6.7 provide an overview of CQC self-assessment, our position statement, and activities underway to achieve a good rating.

In addition to linking into regional and national activities, Adult Social Care is undertaking the following activities as a preparation:

- Updating Change Programme - Mapping CQC quality statements, ADASS standards against our ASC Strategy, future design and change programme to update and focus for 23/24 – the update will be brought to next Committee as part of the planned update on our delivery.
- Learning from Peers and External Support - Bringing in external support by way of the LGA Peer Review, LGA Use of Resources review and a safeguarding review to support learning and identification of any further areas in which we need to update our change programme and further improve services. It's aimed that this approach will support our ambition to embed continuous improvement and learning across Adult Social Care.
- Working in Partnership – Embedding a Sheffield partnership approach to CQC preparation through our newly emerging joint Health and Care Quality Board. It's aimed that this supports a joined up approach to self-assessment and improvement across Sheffield partners.
- Practice Development and Quality – Learning from a 150-case file audit, safeguarding case file audit to inform the practice development, quality assurance and workforce strategy across Sheffield.

1.6.8

The learning from all support and preparations are welcomed as it enables us to evolve and transform to deliver excellent support so that the people of Sheffield have positive experiences and feel that they can live the life they want to live. It's planned to provide a more comprehensive update on our preparations to March Committee and as a dedicated briefing for Members.

1.7 DASS and Directors Assurance

1.7.1 The Director of Adult Social Services (DASS) is a key role in ensuring that the voice of individuals, carers and communities are heard as well as promoting the voice of social care social work and the social model across a range of partnerships is heard.

1.7.2 Responsibilities for professional leadership and operational delivery of adult social services, including for people when they are most disadvantaged and vulnerable, and their families and carers. This will be undertaken within the local care and health (and the wider council, criminal justice, and community and economic) system. These responsibilities are set out in Appendix 2.

1.7.3 There are seven key aspects included in the DASS's remit as below aligned to statutory guidance's and best practice advice:

- Vision and Delivery
- Accountability for assessing local needs and ensuring availability and delivery of a full range of Adult Social Services.
- Professional leadership, including workforce planning
- Leading the implementation of standards
- Managing cultural change to promote independence, choice, and control
- Promoting local access and ownership and driving partnership working
- Delivering an integrated whole systems approach to supporting communities
- Promoting social inclusion and wellbeing

1.7.4 Through the implementation of our future design of social care, delivery plan as well as wider work to deliver and develop robust partnership arrangements highlighted in the strategic update above, good progress is being made regards these professional responsibilities as set out in our Local Account 2021 – 2022, approved on 16th November:

1.7.5 As a key next step, a briefing is planned with Members along with the CQC assurance for March to bring Members up to date with progress made in delivering upon roles and responsibilities as a DASS. It's aimed that this then informs an annual assurance statement to Committee alongside the annual local account from 23/24.

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 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.

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 of provision.

3 HAS THERE BEEN ANY CONSULTATION?

- 3.1 The purpose of this report is to provide and 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 as agreed at Committee in December 2022.

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 \(sheffield.gov.uk\)](https://www.sheffield.gov.uk/our-adult-social-care-vision-and-strategy).
- 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.
- 4.3.2 The additional update does not alter this strategy, although does add a layer of detail.
- 4.4.3 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.

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.

This page is intentionally left blank