



Report to Policy Committee

Author/Lead Officer of Report: Jon Brenner,
Principal Programme Manager

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Report of: *Director of Adult Health & Social Care*

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

Date of Decision: *8th February 2023*

Subject: *Adult Health & Social Care Digital Strategy*

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? This strategy supports the delivery of the Future Design of Adult Social Care which is covered by EIAs 1148 and 1281 Additionally, where individual projects and activities have specific equality impacts these will be subject to separate assessments and mitigating action (for example the Development of a New Information, Advice and Guidance Platform which is covered by EIA ref 1344)				
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"/>
Climate Impact Assessments are being completed for individual projects and activities which contribute towards delivering the strategy, allowing for more detailed assessment of the impacts.				
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:-				

Purpose of Report:

Agree a digital strategy for adult health & social care, to inform and contribute to the whole organisation's digital strategy.

This will provide a framework for decisions on use of digital technology in adult health and social care going forward, and a plan to best optimise it as part of our new operating model.

Recommendations:

It is recommended that the Adult Social Care Policy Committee:

1. Approve the digital strategy for adult health & social care, and confirm it aligns with the Committee's strategic direction.
2. Request that the Director of Adult Health and Social Care bring a six-monthly report noting update and progress made with implementation of the strategy to Committee.

Background Papers:

[Adult Health & Social Care Strategy 2022-30, Living the life you want to live](#)
[Adult Health & Social Care Strategy Delivery Plan](#)
[Future Design of Adult Social Care](#)
[Development of a new Information, Advice and Guidance Platform](#)
[Technology Enabled Care Contract Extension and Strategy](#)

Appendices:

Appendix 1 – Adult Health & Social Care Digital Strategy

Appendix 2 - Adult Health & Social Care Digital Strategy Delivery Plan

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: <i>Ann Hardy</i>
		Legal: <i>Patrick Chisholm</i>
		Equalities & Consultation: <i>Ed Sexton</i>
		Climate: <i>Jessica Rick</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:	<i>Alexis Chappell, Director of Adult Health & Social Care</i>
3	Committee Chair consulted:	<i>Cllr Angela Argenzio, Cllr Steve Ayris, Cllr George Lindars-Hammond</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: <i>Jon Brenner</i>	Job Title: <i>Principal Programme Manager</i>
	Date: <i>17th January 2023</i>	

1. PROPOSAL

1.1 Strategic Direction

- 1.1.1 In March 2022 Sheffield City Council approved a new Adult Health & Social Care Strategy 'Living the life you want to live'. It sets out the ambitions for adult social care this decade, supporting the city's Health & Wellbeing Strategy.
- 1.1.2 It was followed by the Adult Health & Social Care Strategy Delivery Plan, which was approved by this Policy Committee at its inaugural meeting in June 2022. The strategy and delivery plan set out the direction to improve how we deliver our statutory duties, set out the Care Act 2014 and associated legislation.
- 1.1.3 In November 2022, the Adult Health & Social Care Policy Committee approved a new operating model and design for adult social care in Sheffield. The Operating Model describes the way Adult Health and Social Care operates to deliver upon its vision, strategy, and strategic outcomes.
- 1.1.4 The use of technology was identified as a key enabler underpinning the design of the new operating model – *“Use of digital systems, automation and technology enabled care to optimise our processes and systems which support greater efficiency and joined up working as well as support to individuals through technology enabled care.”*
- 1.1.5 Digital technology is a key component of our future design of adult social care and will contribute towards enabling individuals to live the life they want to live, reducing avoidable demand and through establishing greater efficiencies in how we work, enabling our workforce to release time to care.
- 1.1.6 Its our ambition to be a leader in the use of technology across social care and the strategy provides a foundation for us to make this a reality.

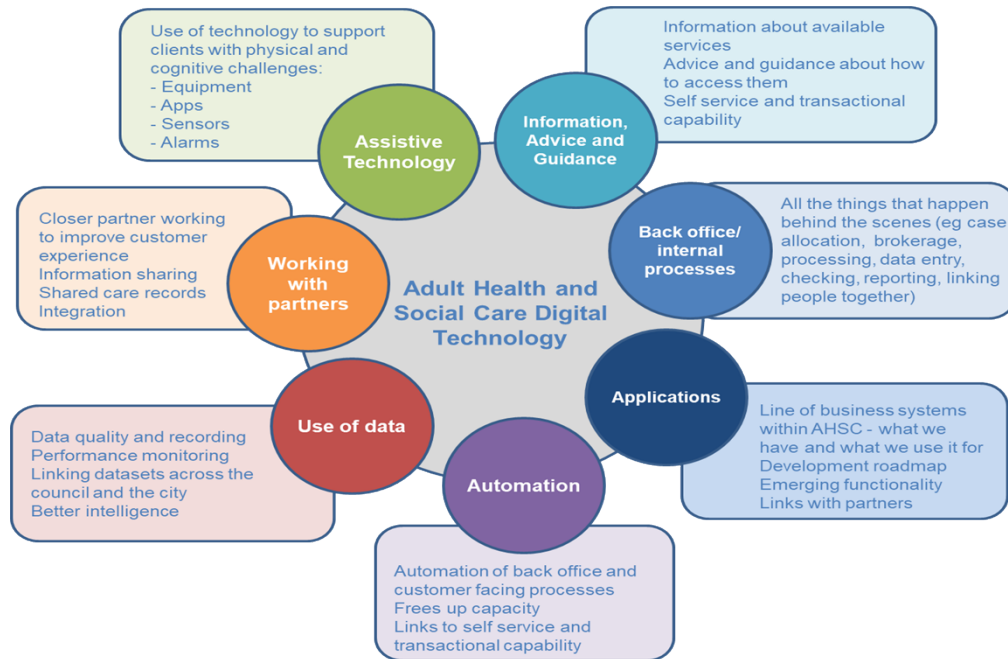
1.2 Adult Social Care Digital Strategy – Background to Development

- 1.2.1 The use of digital technology in adult social care is wide ranging across the use of:

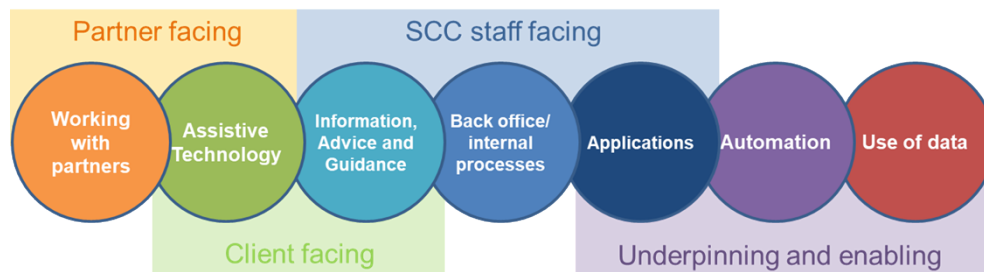
- Assistive technology
- Use of Data
- How we Work with Partners
- Automation
- Applications
- Information and advice

- 1.2.2 Essential to all of these are the ability to connect these together to enable

people to live the life they want to live and enable our workforce to release time to care through reducing inefficiencies in processes.



1.2.3 It is used directly by adult social care clients, our partners, and our internal staff, as well as “behind the scenes” to enable our processes and ways of working.



1.2.4 There is already a range of activity underway to develop and improve our use of digital technology to support a better operating model. This includes development of:

- A [Technology Enabled Care Strategy](#) and associated tests of change, which were approved at Committee on 16th November 2022
- A new [Information And Advice Platform](#) which was endorsed at Committee on 16th December 2022
- Automation tests of change as a partnership with Sheffield Council IT Services to improve efficiency of delivery.
- A new provider portal and tests of change to improve customer experience. This is noted in budget report to Committee today.
- Tests of change to improve hospital admission avoidance and discharge experience and capacity.

1.2.5 There is work underway across the Sheffield City Council to develop a

Digital Strategy. Adult Health and Social Care will contribute to this to ensure it reflects the needs and requirements of the people we support, our partners and workforce.

1.2.6 In addition, there is significant work underway across NHS, ADASS and Providers of care to support better use of technology to improve outcomes for people. There are also opportunities for integrated and joint working with colleagues to work collectively in our use of technologies.

1.2.7 There is also potential to develop further pilots and initiatives with existing and new partners and to embed digital working across all adult social care and as part of our commissioning activity.

1.2.8 However, unless we can clearly articulate a vision for how we want to use digital technology and understand how our current activity is contributing to achieve the vision, we risk a disjointed approach which could lead to duplication of effort and/or missed opportunity.

1.3 What are we doing about this? – the Adult Health & Social Care Digital Strategy

1.3.1 The Adult Health & Social Care Digital Strategy considers each area of digital technology use to present a focussed view of:

- Where do we want to get to?
- What are the current challenges?
- What do we need to do in the short and longer term?

1.3.2 This view has been developed from:

- Feedback from the people we support, their carer's, our partners, and our workforce as part of the Future Design of Adult Social Care (operating model).
- Specific input from officers leading on current activity to develop the digital offer.
- Specific input from the Adult Health and Social Care leadership team.

1.3.3 Several common themes were identified across all areas, which will be key enablers to successful delivery. These include: - Ownership of digital technology, Governance of application and implementation, ensuring links to practice improvement, workforce development, design of services and principles, embedding change and use of technology across all aspects of social care.

1.3.4 It's planned to use these enablers to embed champions and leadership to deliver upon the strategy.

1.3.5 The Strategy is enclosed at Appendix 1 for approval. To enable delivery

upon the strategy an accompanying delivery plan is enclosed at appendix 2 for approval. This includes:

- High level timeline and milestones of current project activity which contributes towards the delivery of the strategy.
- Identification of further activity which will be needed.

2. HOW DOES THIS DECISION CONTRIBUTE?

- 2.1 A new operating model for adult social care is a fundamental part of the delivery plan for the Adult Social Care Strategy 2022- 2030, 'Living the life you want to live'.
- 2.2 This proposal directly supports the future design of Adult Social Care (operating model) and, as such, enables removal of avoidable demand and helps to ensure an efficient, effective system. The design of the new system is rooted in improving the experience of people through the care system and maximising their independence wherever possible.

3. HAS THERE BEEN ANY CONSULTATION?

- 3.1 This proposal supports the proposals in the operating model which have been built on significant co-production and consultation activity with people receiving care, carers, providers, partners, staff and trade unions over the last 18 months.
- 3.2 Formal consultation took place on the adult health and social care strategy, which has heavily informed the operating model.
- 3.3 Where specific digital solutions are designed and implemented as part of the delivery of the Adult Health & Social Care Digital Strategy – for example content for the new customer information offer – involvement and co-production with people receiving care, carers, providers, partners and staff will be actively sought and responded to.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

- 4.1.1 As an overall process, the changes in operating model will benefit all people in the adult social care system through a more effective system. This is equally true of the Adult Health & Social Care Digital Strategy which supports the new operating model.
- 4.1.2 Some individual projects and activities which contribute to the digital

strategy will have different equality impacts and these will be subject to separate assessments and mitigating action (for example the Development of a New Information, Advice and Guidance Platform which is covered by EIA ref 1344).

4.2 Financial and Commercial Implications

4.2.1 The new operating model is an important building block of a financially sustainable social care system. Specific financial implications are covered as part of the Committees budget setting process.

4.2.2 The Adult Health and Social Care Digital Strategy will be delivered by a range of project and “business as usual” activities. Where these have specific Financial and Commercial implications, they will be subject to individual risk analysis, impact assessment and financial approval as appropriate.

4.3 Legal Implications

4.3.1 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.

4.3.2 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.

4.3.3 The Future Design of Adult Social Care which was approved in November 2022 built upon that by setting out how the aims of the strategy will be delivered through the operating model. This report builds further by providing more detail about how the use of digital technology will underpin the new operating model.

4.4 Climate Implications

4.4.1 The climate implications of the overall changes to the operating model are multi-faceted. The basic premise is that supporting people to maximise independence with timely, good quality social care will reduce the need for care provision in the system as a whole – which carries a significant carbon footprint.

4.4.2 Improving our use of digital technology is expected to reduce our carbon

footprint by minimising the use of paper and reducing avoidable demand in the system (unnecessary paperwork, travel, etc). Carbon emissions related to travel and resource use can therefore be reduced using digital technology.

- 4.4.3 There are impacts in the energy demand for running digital tools, however these can be minimised through effective procurement of hosting and digital service providers.
- 4.4.4 Sharing data more effectively with partners should also prevent data capture being done more than once and may even reduce demand on hosting systems which use energy 'behind the scenes'.
- 4.4.5 Improving back-office systems with digital technology has the potential to help us be more consistent in our approach to identifying and managing climate impacts. A Climate Impact Assessment App is currently in development for example.
- 4.4.6 Improving data collection will mean we are potentially able to track more performance indicators than previously. For example, new KPI's covering climate impacts involved in service delivery by us and our partners such as travel, energy use and resource use could be tracked to monitor the effects of any requirements around carbon reduction/management.
- 4.4.7 The contributions from individual projects and activities will vary. Detailed climate impact assessments will continue to be completed for all significant components of the change programme, including those that contribute to the delivery of the digital strategy.

5. ALTERNATIVE OPTIONS CONSIDERED

- 5.1 **No Adult Health & Social Care Digital Strategy** – we could choose not to have a digital strategy for Adult Health & Social Care. However this would result in a less coherent approach to our use of digital technology, particularly in the absence of a corporate Digital Strategy.
- 5.2 **A different delivery plan** – the attached delivery plan is intended as an “umbrella” for the individual elements which contribute to it. The constituent pieces of work will be progressed in different ways, with some of them resulting in their own future reports to the Committee. Some of these will also appear as constituents of the operating model delivery plan. However, it was felt that there is value in providing a specific digital technology focussed view of delivery.

6. REASONS FOR RECOMMENDATIONS

- 6.1 An approved Adult Health & Social Care Digital Strategy will enable us to articulate a vision and direction of travel in terms of our use of digital technology to support the new operating model. In turn, this will help us to:
- Provide greater accountability and transparency about how we intend to use digital technology.
 - Align with partners to deliver a system wide approach.
 - Maximise opportunities to develop further activity to improve the use of digital technology in alignment with our aspirations and goals.
 - Ensure the needs and requirements of Adult Social Care (clients, carers, partners and staff) are reflected in any future corporate Digital Strategy.
- 6.2 An approved Adult Health & Social Care Digital Strategy Delivery plan will allow us to track progress towards delivering the strategy – even when the delivery of specific elements may be part of other projects or carried out as “business as usual”.

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