

Adult Care and Wellbeing Care Governance Strategy



Contents

Why Governance Matters	2
The Care Governance Framework	4
Listening and engaging	5
Openness and accountability	5
Improving Quality, Performance and Outcomes	6
Safety and resilience	7
Valuing our Workforce and Leaders	7
Legal Compliance	8
Financial and Resource Management	8
Cycle of assurance	9
The Role of the Strategic Board	9
What We Will Do Next	10

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 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 our services and for 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.

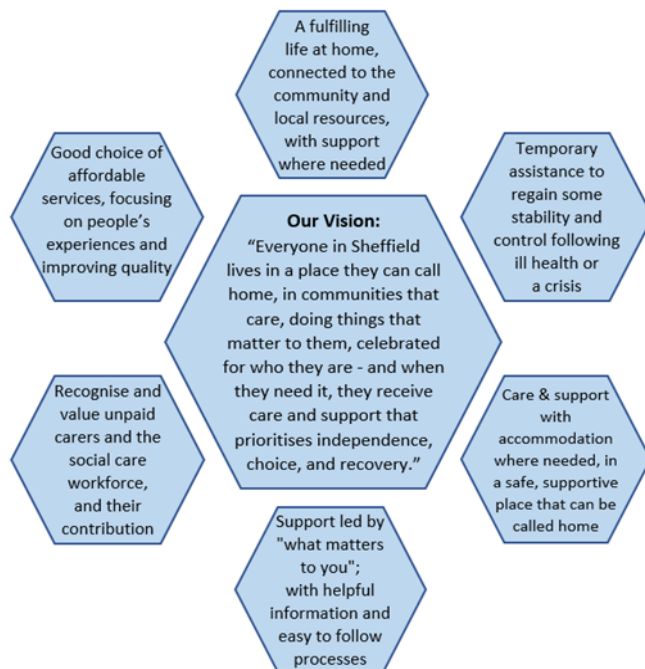
Our Vision for Adult Care, and our commitments to deliver that strategic vision, are set out in the diagram below.

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.



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 Care and Wellbeing 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 needs to inform our workforce strategy and business planning.

The Social Care Institute for Excellence (SCIE) identifies the key principles fundamental to good governance. These are:

- a clear focus on the organisation's purpose and outcomes for service users
- clarity about roles and functions
- managing risk and transparent decision making
- engaging with key stakeholders
- ensuring accountability.

This governance framework seeks to embed these principles across each of our domains.

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.

Openness and Accountability

Openness and honesty are important to us and are one of the Council's core values. The Adult Health and Social Care Policy Committee is where the key decisions are made. All decisions are made in public and published on-line.

Adult Care and Wellbeing is part of a wider system and in order to ensure the service is connected and accountable to its key stakeholders specific structures exist to formalise and strengthen the service's commitment to joined up working in the following areas:

1. Joint Quality Assurance Committee – joint work with Health and Social Care system partners to drive quality across the system
2. Joint Efficiencies Group – partnership between Adult Care and Wellbeing, the Integrated Commissioning Board (ICB), wider Health colleagues and the Finance and Commercial Services to improve the financial sustainability of Adult Care and Wellbeing and Health services in Sheffield
3. Strategy Board – to support the involvement of strategic partners in strategy development including integration and prevention
4. Sheffield Wellbeing Outcomes Steering Group - a multi-agency group established as a way of bringing partners together around a focus on outcomes for the citizens of Sheffield

Improving Quality, Performance and Outcomes

This domain is designed to measure progress towards the delivery of our vision and strategy and specifically the 5 outcomes; *Active and independent*; *Safe and Well*; *Connected and engaged*; *Aspire and achieve*; and *Effective and Efficient*.

It incorporates the Performance Management Framework, the Care Quality Framework and the Practice Quality Framework. It is designed around the 4 parts of the improvement lifecycle:

1. Did we make a difference?
2. Why did we have the impact we did?
3. Action planning
4. Review

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.
- 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?

Safety and resilience

The Risk and Resilience domain ensures the service retains a strong focus on the governance arrangements for keeping people safe.

This domain provides a framework to ensure that appropriate arrangements are in place regarding safety through all tiers of the service including

- Safe systems and practice
- Safeguarding governance
- Business Continuity Planning
- Health and Safety
- Information Management
- Risk management

As part of this we will embed learning from serious incidents, complaints, and audits to prevent recurring harm.

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, approved by Committee in March 2023, focused on an analysis of our workforce requirements, recruitment, retention, and training across Council and all commissioned providers.
- Focus on delivery of the Workforce Strategy including a robust approach to 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.

Legal compliance

A key function of any governance framework is to provide assurance around legal compliance including adherence to statutory requirements as well as to the organisations own constitution and standing orders.

This domain describes the various legal duties of the service, how they are discharged and the accountability framework for each. This links to the Performance Quality and Outcomes domain and will provide assurance in relation to the forthcoming Care Quality Commission (CQC) regulatory assessments of Local Authorities.

This domain also sets out local decision making, escalation and de-escalation processes work within the service, how these connect to the Council's corporate structures and support the Council's constitution.

Effective Financial and Resource Management

The priority for Adult Care and Wellbeing 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. Our Financial and Resource Management framework sets out what good financial and resource management looks like at a *strategic, tactical* and *operational* levels.

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.

Cycle of assurance

The Adult Care and Wellbeing Cycle of Assurance framework sets out how reports and updates are escalated through the service on a routine basis in order provide assurance about the activity and compliance of the service and to escalate risks and share updates.

The cycle of assurance is structured around the domains of the Governance Strategy, it describes the frequency and flow of reporting for each of the different aspects of the framework, and is updated continually to reflect the reporting requirements of the service strategies/ action plans of the time.

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 Adult Care and Wellbeing Strategic Partnership 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.

A review of the Strategic Partnership Board will be undertaken with the Committee during the 2023 to ensure it continues to provide the right foundations for future governance and partnership working.

What We Will Do Next

Our Care Governance Framework will continue to be developed, improved, and embedded across our service.

In 2023/24 further work will be required to formalise the safety and resilience and legal compliance domains. In addition work will be undertaken to make use of external assurance by accredited organisations such as *ISO9001* and *Investor In People*.

Significant progress will also be made to the development of the Listening and Engagement domain through a process of co-designed with individuals, families, carers, and our workforce.

We will continue to 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.

Prior to the next review of the Strategy the maturity of the governance arrangements in Adult Care and Wellbeing will be evaluated against the Healthcare Quality Improvement Partnership's Ten Key Elements of Good Governance (Maturity Matrix). [FINAL-Good-Governance-Handbook-Jan-21-V9.pdf \(hqip.org.uk\)](#)

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