



Report to Policy Committee

Author/Lead Officer of Report:

Alexis Chappell, Strategic Director Adult Care and Wellbeing

Report of: Strategic Director of Adult Care and Wellbeing

Report to: Adult Health & Social Care Policy Committee

Date of Decision: 20th September 2023

Subject: Adult Health & Social Care Strategy Refresh and Directorate Plan

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? 1148				
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: -				
<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"The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as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)."delete?</i>				

Purpose of Report:

Sheffield's [Adult Health & Social Care Strategy](#) was approved by the Co-operative Executive on 16th March 2022. The Strategy was developed through significant co-production and formal consultation, involving people receiving services, carers, providers, partners, and our social care workforce across the sector. An operating model to deliver on the strategy was subsequently approved by the Adult Care Policy Committee in November 2022.

This paper provides an update on developing a refreshed Strategy Delivery and Directorate Plan and sets out a draft Directorate plan and proposals for engagement on the draft plan.

Recommendations:

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

1. Endorses the draft Adult Care Strategy Refresh and Directorate Plan 2023 – 2025.
2. Approves and supports an engagement programme on the draft Directorate Plan throughout October and November 2023.
3. Agrees that the final Directorate Plan will be brought to Committee in December 2023 for approval.

Background Papers:

Appendix 1 – Draft Adult Care and Wellbeing Directorate Plan 2023 – 2025

Appendix 2 – Equality Impact Assessment

Appendix 3 – Climate Impact Assessment

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: Laura Foster
		Legal: Patrick Chisholm
		Equalities & Consultation: Ed Sexton
		Climate: Alexis Chappell
	<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 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: Strategic Director Adult Care and Wellbeing
	Date: 3rd August 2023	

1 PROPOSAL

1.1 Sheffield's [Adult Health & Social Care Strategy](#) was approved by the Cooperative Executive on 16th March 2022. The Strategy was developed through significant co-production and formal consultation, involving people receiving services, carers, providers, partners, and workforce across the sector and sets our vision and approach to enable people of Sheffield to live the life they want to live.

1.2 The strategy focuses on five outcomes as the guiding principles we will follow to deliver upon the outcomes. By focusing on delivery of outcomes and working in this way, we want to achieve positive experiences and outcomes through excellent quality social work and social care in the city for citizens of Sheffield. The Outcomes are: -

1.3 Delivery upon our strategy has been taken forward through development and implementation of our change programme implemented in June 2021 in response to a self-assessment completed in 2021. This in turn enabled development and implementation of a new operating model, approved in November 2022 and through our [Adult Health and Social Care Strategy Delivery Plan](#). Updates regards implementation of the model and Strategy delivery plan were provided in March 2023 and at Committee in September 2023.

1.4 A key objective within the Strategy was to undertake an bi-annual review of progress made and to update priorities based on learning and feedback. The proposal today is to set out an updated plan based on feedback received and next steps in relation to engagement in the plan.

1.5 To develop the directorate plan, the following has been undertaken to inform the actions and priorities:

- Learning from our Festival of Involvement and complaints so that we are taking on board individuals and carers views and wishes and priorities.
- Learning from our workforce engagement and listening exercise.
- Review of learning from Corporate Peer Review, Adults CQC and Adults Peer Review, Safeguarding Thematic Reviews, Internal Audits, Trees Enquiry, Climate Impact, and equality impact assessment.
- Review of learning from Race Equality Commission and Equality Impact Assessment
- Members engagement and policy session
- Our review of our learning from performance, benchmarking data and review of actions completed and ongoing.

1.6 The plan has identified, 10 key priorities around our key outcomes in line with engagement with Members at a recent session. These are:

Strategic Outcomes	Priorities
Safe and Well	Safeguarding Adults Quality and Sustainability of Care Prevention of Admission and Timely Discharge from Hospital
Active and Independent	Wellbeing, Emotional and Mental Health Disability Friendly City Living and Ageing Well

Connected and Engaged Aspire and Achieve	Unpaid Carers Citizen Leadership and Personalisation Early Intervention, Prevention and Community Connection
Efficient and Effective	Valued Workforce Effective Governance and Financial Resilience Continuous Improvement and Learning Climate and Net Zero

- 1.7 To enable delivery upon the Directorate Plan, the enabler for the strategy is implementation of the new operating model and with that recruitment to the new posts to build resilience and resource to deliver upon the priorities.
- 1.8 As a key next step for finalising the Directorate Plan its important that we main our principles and values on wellbeing outcomes, collaboration, and robust engagement as a way of working and enabling openness and transparency in our approach.
- 1.9 To this end, to ensure the Directorate Plan reflects the feedback received, its proposed that a period of engagement on the Plan will take place between September and November 2023 with individuals, carers, our workforce, and partners. The results of the engagement exercise will then inform any final views and updates on the Plan and a final Plan to then be submitted to Committee in December 2023.

2 HOW DOES THIS DECISION CONTRIBUTE

2.1 Organisational Strategy

- 2.1.1 Living the life, you want to live – the Adult Social Care Strategy 2022- 2030 drives the implementation of our ambitious plans for social care in Sheffield over the next decade.
- 2.1.2 The strategy met the obligation in Our Sheffield One Year Plan 2021/22 to ‘Produce a long-term strategic direction and plan for Adult Social Care which sets out how we will improve lives, outcomes and experiences and adults in Sheffield’. The Delivery Plan update augments this with further detail on how the outcomes were achieved.

2.2 Health & Care System Alignment

- 2.2.1 The overall strategy was developed in alignment with the Joint Health & Wellbeing Strategy (2019-2024), developed by Sheffield Health & Wellbeing Board, our Joint Commissioning Intentions with NHS colleagues as well as the South Yorkshire Integrated Care Partnership Strategic Plan.
- 2.2.2 The update to the Delivery Plan and the accompanying Strategy Delivery Plan refresh 2023 – 2025 continues with this alignment and will be delivered working closely with health partners both on a city and regional basis.

3 HAS THERE BEEN ANY CONSULTATION?

- 3.1 A crucial element in the successful delivery of the strategy is the increased involvement in people receiving, and staff directly delivering care, in the development of all key part of the plan. Throughout the sector, we know that involving and coproducing these makes them more likely to be successful.

- 3.2 To enable this, the governance structures include the voices of those receiving care, carers, partners, and care providers so that we ensure we deliver what matters to people of Sheffield. This includes co-developing a mechanism so that people with lived experience are equal partners in the delivery of our strategic plan, which has been taken forward through our festival of involvement undertaken throughout the summer.
- 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. Our [Involvement Delivery Plan](#) was approved by the Adult Health and Social Care Policy Committee in December 2022 and sets out how we aim to achieve those ambitions,

4 RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

- 4.1.1 The strategy was supported by a comprehensive equality impact assessment, which can be found on the Council website [Our Social Care vision and strategy](#). This is being kept under review.
- 4.1.2 The additional detail in this Strategy Delivery Plan does not alter this assessment, although does add a layer of detail.
- 4.1.3 In the Strategy Delivery Plan Refresh 2023 - 2025 presented at Committee in September 2023, which accompanies this report, there is additional focus on ensuring that we have appropriate attention to equality, diversity, and inclusion and a specific equalities statement has been appended to that report. In particular, we will be looking to incorporate recommendations from the recent findings of the [Sheffield Race Equality Commission report](#) and to ensure that our workforce strategy has a diverse workforce at its heart.
- 4.1.4 Many constituent parts of the Strategy Delivery plan will require their own detailed equality impact assessment, which will be completed to inform plans and decision making. Examples of this are the Learning Disability Strategy planned for November 2023 Committee.

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 \(sheffield.gov.uk\)](#), and is closely aligned with the budget strategy.
- 4.2.2 The additional detail in this Strategy Delivery plan does not alter this strategy, although does add a layer of detail.
- 4.2.3 All individual components 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 demonstrates how we are already delivering on commitments and sets out a clear plan for 2023 and up to 2030.

4.4 Climate Implications

4.4.1 The Adult Social Care Strategy and Directorate Plan 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 Elements of the Plan with a significant climate impact, have and will continue to complete a detailed climate impact assessment to inform plans and decision making. The elements with the most significant climate impact to date are linked below and information can be seen in Climate Impact Sections of those reports:

- [Supported living, day services and respite care for working age adults](#)
- [Approval of new technology enabled care contract extension and strategy](#)
- [Adults Health and Social Care Digital Strategy](#)
- [Transforming Care Homes for Citizens of Sheffield](#)
- The [Climate Impact Assessment for Recommissioning Homecare Services](#)

4.4.3 As part of the Directorate Plan there is a specific priority related to Climate and Next Zero which will support us to deliver upon our ambitions to contribute well to the Councils wider ambitions.

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 Do Not Provide an Updated Directorate Plan – When the Strategy Delivery Plan was approved by Committee in June 2022 the was a commitment to review the plan regularly

and by not reviewing, we would not be meeting that commitment. Due to the significant amount that has been delivered on the plan, leaving it as it would make it harder to identify the priorities for 2023.

- 5.2 A different delivery plan - The real options for the delivery plan are around the individual elements, which will be worked through as part of the constituent pieces of work. These will be worked through in different ways, with many of them resulting in their own future reports to the Committee.

6 REASONS FOR RECOMMENDATIONS

6.1 Reasons for Recommendations

- 6.1.1 An updated Strategy and Directorate Plan gives a structured approach to delivery of the vision, outcomes and commitments set out in the overall strategy. It will also provide greater accountability and transparency of how will do this.
- 6.1.2 Asking for regular updates and refreshes of the plan will keep the Committee, wider stakeholders, and the public the ability to hold the Council to account for progress and impact and will provide an additional mechanism to input to future development.

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