



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: 13th December 2023

Subject: DASS Update and Adult Health & Social Care Strategy Delivery Plan and Performance Update

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"The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended)."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

Following on from the Strategy Delivery Update provided in September 2023, this paper provides a further scheduled update, aligned to our cycle of assurance, setting out our delivery progress and what's been achieved.

The paper also demonstrates how impact is being measured so that we can demonstrate our progress in enabling citizens of Sheffield to live the life they want to live.

Recommendations:

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

1. Notes progress in delivering upon the Adult Care Strategy Living the Life You Want to Live.
2. Notes Adult Care and Wellbeing performance at December 2023 in relation to each of the Adult Care and Wellbeing priorities and our actions in response.

Background Papers:

Appendix 1 – Adult Care Performance Dashboard

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: Kerry Darlow
		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: 23 November 2023	

1 PROPOSAL

1.1 As always, this report starts with recognition and gratitude for all those working in the adult social care sector, who continue to work together to support people stay safe, well and independent.

1.2 Sheffield's [Adult Health & Social Care Strategy](#) focuses on five outcomes and makes six commitments as the guiding principles we will follow to deliver upon the outcomes. By focusing on delivery of outcomes and working in partnership with individuals, carers and colleagues and partners we want to achieve positive experiences and outcomes through excellent quality social work and social care in the city for citizens of Sheffield.

1.3 This report provides a further update on delivery of our strategy and performance, following on from the update provided in September 2023. It also provides an update of national and local developments relating to Adult Care as a DASS update.

1.4 Horizon Scanning

1.4.1 Over the past six months, we have continued to progress our delivery on our strategy and target operating but at same time horizon scan, reflect and learn and talk about some of our developments across England. This has included:

- ✓ Adult Social Care Conferences – Presenting on our workforce development programme in October 2023 as well as planning to present on how we are tackling the challenges in Adult Social Care in February 2024.
- ✓ Service Events – A service development event was held on 23rd November as a key next step in promoting wellbeing and compassionate leadership across our workforce. Over 200 of our staff attend and this will be followed up in January and additionally be open to colleagues from across the social care sector to promote wider collaboration.
- ✓ Research - Development of a partnerships with Sheffield University – Centre for Care to look at joint research and areas for development in the social care sector. This will be supported through our Chief Social Work Officer and Principal Occupational Therapist in particular as we go ahead.
- ✓ Innovation - Dedicated reflection time to scope out innovation opportunities centred around our strategy and our shift towards earlier intervention and prevention and independent living. This is including benchmarking, learning from events, and looking at good practice.

1.4.2 It's aimed, that as we embed our new ways of working and model, taking time to look at research, reflect and learn from other areas and look at partnerships in social care will enrich our thinking and with that lay foundations for our plans for next year for Sheffield to flourish and achieve the very best for our citizens of Sheffield and our workforce.

1.4.3 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 continue to be our key focus as an enabler's across all our activities.

1.5 DASS and Directors Assurance

1.5.1 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.

1.5.2 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 were set out in February 2023 to Committee: -

1.5.3 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

1.5.4 The National Adults and Children's Social Care Conference launched the new DASS Handbook in November 2023 and once this is published it is planned to bring an update of the DASS accountabilities, their implementation in Sheffield in the new year and the assurances to Committee of delivery.

1.5.5 As we look back over the last year, we have brought forward a range of delivery reports which are enabling and supporting delivery on these duties – from our focus on early intervention and prevention, our workforce strategy, our care governance, performance reporting as well as our key partnership strategies developed over this last year.

1.5.6 At Committee today is our focus on equalities, our provision of support and our local account and our strategy delivery. Each of these demonstrate our ongoing commitment to delivering on our outcomes as well as embedding equity across Adult Care. As I look forward to 2024, I look forward to further embedding our strategy and target operating model as well as providing assurances as to our local offer.

1.6 ADASS Update

1.6.1 The [ADASS Autumn Survey Report – Budgets and Waiting Times](#) was launched in November 2023 and the key messages are that Adult social care is facing significant budgetary challenges in 2023/24 which impact on its ability to support people with care and support needs and their carer's.

1.6.2 Looking forward to the next Spending Review period and General Election, ADASS recommends that Government, in partnership with ADASS, key partners and people with lived experience significantly invest in Adult Social Care to enable councils and providers to:

- Recruit and retain staff to deliver increased assessments, person led planning and reviews to address waiting times.

- Stabilise adult social care budgets ahead of the next Spending Review period.
- Reduce waiting times, reduce unmet need, prevent avoidable admissions to hospital and to support people to maintain and access employment.

1.6.3 The Autumn Statement update provides an increase to the National Living Wage as highlighted in the Budget Update today but without an associated income to Adult Social Care to fund National Living Wage increases for the sector.

1.7 Care Quality Commission Update

1.7.1 Following on from the last updates to Committee, CQC have now completed the 5 pilot sites and for assurance, our team are reviewing the learning for adoption into Adult Care preparations.

1.7.2 As of date, the formal framework for the CQC Assurance for Local Authorities has not been approved by Ministers. Once the framework is approved, dates will be set for the initial 20 Local Authorities to be assessed. Updates will be provided as more information is known.

1.7.3 In terms of Sheffield Preparations, our focus has been on a collaborative approach with the following activities are underway, alongside our focus on our delivery upon our strategy noted at section 2, as follows: -

- **Self – Assessment** - Update of our Self-Assessment to reflect our progress made in delivering on our strategy and performance, noted in section 2 of this report, feedback from our workforce held at service events, individuals, and partners. It's aimed that the updated self-assessment will then be shared with Members, Strategic Leadership Team, Workforce to form a final version as a collaborative.
- **Briefings** – Dedicated update briefings with Members, Partners, Workforce building upon previous briefings throughout December and January to support a shared understanding and collaboration towards preparation for CQC.
- **Partnership** – Continuing to build and develop our partnership approach to CQC assurance with both local and South Yorkshire health colleagues. This supports a team approach with shared learning and opportunities for development.
- **Listening, Engagement and Delivery**- Continued focus on engaging and listening to our workforce, individuals, carers, Members, providers, and partners to support our ongoing approach to continuous improvement and delivery upon our strategic ambitions. Our continued approach of you said we did is now embedded as a key approach to acting on what we have heard.
- **Assurance, Performance and Governance** – Continuing our focus on continuous improvement, assurance, and quality through our focus on embedding our performance management framework, Governance Framework and Cycle of Assurance approved at Committee earlier this year. This aims to ensure our focus is maintained on delivery of wellbeing outcomes, our statutory duties and continuous improvement, regardless of any regulatory assurance.

2.0 The Strategy Delivery Plan Update: Impact and Progress Made

2.1 Adult Care Performance and Quality Update

2.1.1 When developing the Strategy and our accompanying future design, it was acknowledged that we needed to improve the outcomes, experiences that people of Sheffield had of care and that we also needed to improve our performance in relation to delivering accessible, timely and effective services. This was set out in reports to Scrutiny Committee and Co-Operative Executive.

2.1.2 In line with the Performance Framework and Cycle of Assurance approved at Committee on 14th June 2023, a performance dashboard has been implemented which aligns together National Adult Care Outcomes (ASCOF Measures), our I statement's set out within our Adult Care Strategy (Our Measure of success of the Strategy), Adult Care and Councils Key Performance Indicators aligned to our legal duties and director assurance, Office of Local Government (OFLOG) Measures for Adult Care and CQC I Statements against the strategic outcomes set out in our Strategy living the life you want to live. The Adult Care Performance Dashboard is attached at Appendix 1.

2.1.3 The highlights from the Dashboard are that Adult Care has key strengths in relation to:

- Our quality, continuity and capacity of care – approximately 8.5 out of 10 Care Homes and Community providers are rated as good or excellent as well as low number of providers handing back contracts or exiting the market. We have increased homecare and care home staff and have a low rate of home care waits.
- Support to Unpaid Carers - Our identification of unpaid carers resulting in referrals to Sheffield Carers Centre have continued to increase. Our local (I Statements) and national outcomes (ASCOF) show a continued positive trajectory towards improving Carers experiences and outcomes. This is also supported by positive satisfaction outlined in the Carers Centre reports.
- Reviews and timescale to put support in place – Our reviews performance has increased whilst our assessment waits over 6 months has continued to decrease. This in turn is enabling timely provision of support being put in place and delivery of person led and strength-based interventions.
- Early Intervention and Prevention – We are continuing to support people to live independently through achieving our goal of 70% people who do not need long term support as well as independence upon discharge from hospital, so it shows that our interventions are enabling independence well.

2.1.4 The areas of continued service focus over next 6 months are to embed our accessibility and responsibility for individuals by reaching a position where: -

- 95% safeguarding contacts are screened in one day and Safeguarding Enquiries are completed in 20 days on a sustained basis.
- Individuals do not have to wait longer than 2 weeks for an occupational Therapy assessment.
- Individuals do not wait longer than 2 weeks for social work assessment.

2.1.5 The areas of Strategic Development aligned to our priorities for the two years are to continue to build our:

- Strength based practice led approaches and in particular roll out and embed a **named worker approach** across adult care, so that people receiving long term support can experience continuity of support and care.
- Placing **citizens, families, and carers voices at the centre of driving change** building upon the foundations built over last year through our coproduction team and through Changing Futures programme.
- Supports, **wellbeing outcomes and access to employment and learning** for people with a Learning Disability, Autistic People and People Experiencing Mental Ill Health using the foundations created through the Learning Disability Strategy, All Age Autism Strategy and the All Age Emotional and Mental Health Strategy and partnerships.
- Approach to increase opportunities for **people to live locally** and with that reduce our Out of Area placements through a partnership approach locally and across Sheffield to build accommodation with care and support.
- **Experiences and satisfaction with Social Care Services** through our approach to coproduction as well as learning from complaints, compliments, our I statement and feedback from individuals and carers as well as continuing to seek internal and external peer and learning feedback to support our continuous improvement. Through learning we will reach our goal where everyone has positive experiences of social care in the City.

2.2 Adult Care Strategic Delivery and Target Operating Model Delivery Plan Update

2.2.1 Good progress has been made in relation to delivering upon the activities set out in the Adult Care Strategy, Council Delivery Plan, and our target operating model both in terms of performance and achievement of milestones. The update highlights the Journey over next two years, including what has been completed.

2.2.2 The update is complimented by the Budget and Commissioning Updates at Committee today. The [Adult Care Roadmap](#) was highlighted to Committee in March 2023 and as the Strategy Refresh is updated for 2024 to 2026 the roadmap will be updated to reflect our next stages and published as part of the next steps. Key highlights of activities completed over last six months are.

Safe and Well	Active and Independent
<ul style="list-style-type: none"> ✓ Continued implementation of the Adult Multi-Agency Screening Hub to promote a partnership approach to safeguarding. ✓ Establishment of a Joint Health and Care Quality Standards to set standards of care we expect in the City. ✓ A review of our capacity to undertake quality improvement across internal and commissioned services, leading to development of a dedicated Quality Service. 	<ul style="list-style-type: none"> ✓ Our Sheffield which is gaining around 50,000 contacts and making it easier to access information. ✓ Development of synergy and an approach towards building our mental health social work offer in the City. ✓ Awarding of our transformational homecare contract to enable implementation of our community connected homecare model. ✓ Approval of our Learning Disabilities Strategy – the Big Plan.

<ul style="list-style-type: none"> ✓ Continued implementation of the new hospital discharge model, including a dedicated focus on people experiencing mental ill health. This is leading to reduction in delays and closer to our ambitions and a dedicated update is planned for 31st January 2024 at Committee. 	<ul style="list-style-type: none"> ✓ Initiation of co-development of a City wide dementia strategy. ✓ Initiation of a City Wide Strategy for Tackling Multiple Disadvantage. ✓ Scoping out an approach to implementing a named worker approach across adult care so that we can really embed person led practice.
<p>Connected and Engaged Aspire and Achieve</p> <p>We established and implemented a</p> <ul style="list-style-type: none"> ✓ Increased referrals to the Carers Centre and a closer working relationship between the Centre and Adult Care. ✓ Our <u>Sheffield Directory</u> (Information and Advice) is reaching around 50,000 hits and is meeting Reach Standards. ✓ Focus on Personal Assistants and our Direct Payments Offer through hosting a summit in December 2023 ✓ Our focus on personalisation through reviewing our programme and approach across Adult Care aligned to our TOM. ✓ Continued co-production of our approach to Changing Futures, which is recognised nationally as a good practice example. ✓ A festival of involvement and citizens involvement hub which provide foundations for embedding people's voices across all of Adult Care 	<p>Efficient and Effective</p> <p>Establishment and implementation of:</p> <ul style="list-style-type: none"> ✓ Successful recruitment campaign which has led to 20 social workers being recruited to. We will continue to embed as part of the approach. ✓ Continued development of our implementation of the LGA Workforce Standards and our workforce strategy, with an update planned for Committee on 31st January 2024. ✓ A dedicated delivery plan focused on equity, diversity, inclusion, and social justice. ✓ A clear recovery plan and best value approach to achieving financial resilience. ✓ Continued improvements and clear focus around our charging implementation

2.2.3 At September Committee, the draft [Strategy Delivery Plan](#) was noted. An engagement plan is in place to engage on the priorities and actions throughout December to February 2024, so that the Plan can be approved in March 2024.

3.0 HOW DOES THIS DECISION CONTRIBUTE

3.1 Organisational Strategy

3.1.1 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.

3.1.2 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.

3.2 Health & Care System Alignment

- 3.2.1 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.
- 3.2.2 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.

4 HAS THERE BEEN ANY CONSULTATION?

- 4.1 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.
- 4.2 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.
- 4.3 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,

5 RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

5.1 Equality Implications

- 5.1.1 The strategy was supported by a comprehensive equality impact assessment, which can be found on the Council website [Our Social Care vision and strategy](#)
- 5.1.2 The additional detail in this Strategy Delivery Plan does not alter this assessment, although does add a layer of detail.
- 5.1.3 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.
- 5.1.4 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.

5.2 Financial and Commercial Implications

- 5.2.1 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.
- 5.2.2 The additional detail in this Strategy Delivery plan does not alter this strategy, although does add a layer of detail.
- 5.2.3 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.

5.3 Legal Implications

- 5.3.1 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.
- 5.3.2 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.
- 5.3.3 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.

5.4 Climate Implications

- 5.4.1 The Adult Social Care Strategy and Delivery 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.
- 5.4.2 Elements of the Strategy Delivery 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](#)

5.4.3 A Climate Statement has been drafted on behalf the Committee and its planned that the Statement will be approved at Strategy and Resources Committee on 14th December 2023 along with all Committee statements. Once approved, delivery upon the statement will be provided as core to our strategy delivery and DASS updates for assurances.

5.5 Other Implications

5.5.1 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.

6 ALTERNATIVE OPTIONS CONSIDERED

6.1 Do Not Provide an Update on The Strategy Delivery Plan Progress – 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.

6.2 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.

7 REASONS FOR RECOMMENDATIONS

7.1 Reasons for Recommendations

7.1.1 Asking for regular updates and refreshes of the Strategy Delivery 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.

7.1.2 Noting the performance update, enables Committee to undertake scrutiny of Adult Care performance including strengths and areas for prioritisation.

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