



Report to Policy Committee

Author/Lead Officer of Report:
Janet Kerr, Operations Director

Report of: Strategic Director Adult Care and Wellbeing

Report to: Adult Health & Social Care Policy Committee

Date of Decision: 20th March 2024

Subject: Working with People Delivery 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? 2311				
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"The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended)."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:				
This report provides our approach to the CQC Assurance Theme 1 - Working with People.				
The aim of the Delivery Plan is to ensure that we have a robust approach towards the three quality statements included in this theme which are, Assessing Needs, Supporting People to live Healthier Lives and Providing Equity in Experiences and Outcomes. This is an update to the report presented in September 2023.				

Recommendations:

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

- Notes the update to the Working with People Delivery Plan.
- Requests that the Strategic Director of Adult Care and Wellbeing provides the Committee with updates on progress against the Delivery Plan on a six-monthly basis, including updates made based on ongoing learning.

Background Papers:

- Appendix 1 – Equalities 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: <i>Kerry Darlow</i>
		Legal: <i>Patrick Chisholm</i>
		Equalities & Consultation: <i>Ed Sexton</i>
		Climate: <i>Janet Kerr</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 Strategic Director, Adult Care and Wellbeing</i>
3	Committee Chair consulted:	<i>Cllr 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: <i>Janet Kerr</i>	Job Title: <i>Operations Director</i>
	Date: <i>20th March 2024</i>	

1. PROPOSAL

- 1.1 This is an update to the Working with People Delivery Plan which was presented at Committee in September 2023. The Working with People Delivery Plan in particular focuses on delivery of our Care Act 2014 requirements relating to assessments, reviews, and individual's wellbeing.
- 1.2 Our delivery upon our Care Act functions is supported by our strategic approach outlined in our Strategy 'Living the Life You want to Live'. Our focus on delivery of accessible, responsive, and excellent quality services, takes us on a positive direction of travel to where we want to be in terms of our performance and the service that we wish to offer the people of Sheffield.
- 1.3 The aim of the Delivery Plan is to also ensure that Sheffield has a robust response towards the Care Quality Commission Quality Statements of Assessing Needs, Supporting People to Live Healthier Lives and Providing Equity in Experiences and Outcomes. The plan was developed to coordinate our activities as a Council to ensure that we maximise the effectiveness of people's care by assessing and reviewing their health, care and wellbeing and communication needs with them.
- 1.4 Our ambitions specifically are that we want people with care and support needs, unpaid carers, those who fund their own care and communities to have: -
- Achieved their wellbeing outcomes because their care and support needs are assessed in a timely and consistent way.
 - The right to choose, build on their strengths and assets and reflect what they want to achieve and how they wish to live their lives.
 - Assessments and care and support plans which are co-produced, up to date, and reviewed regularly.
 - Support that is coordinated across different agencies and services. We also want all decisions and outcomes to be transparent to all those involved.
 - Opportunities to manage their health and wellbeing so they can maximise their independence, choice, and control.
 - Quality advice about their health care and support and ensure where possible that we work with people to plan for the important life changes that can be anticipated.
- 1.5 In addition to that outlined above we want to actively seek out and listen to the people who are most likely to experience inequality in experience and outcomes to allow us to tailor their care and support appropriately. We want to see people as unique and allow them to live the life they want to live. To do this we need to understand any barriers, understand what the inequalities are, and by encouraging feedback use this to act and drive improvements.
- 1.6 Performance Clinics have been introduced and take place regularly focussing on the outcomes which are laid out in our strategy. Assistant Directors are additionally introducing the model in their teams and involving appropriate staff and managers. This approach enables a broader reach and a focus on outcomes for people, that we are learning and action planning and tracking our

improvements and that we understand the relevant CQC regulations at all levels in the service.

- 1.7 We continue to focus on our offer to the people of Sheffield in terms of supporting people to live independently with the assistance of Technology Enabled Care. We know that TEC can deliver increased quality of life by enabling people to remain or increase independence, live safely and well in their own homes for as long as possible. It can also prevent hospital admissions and the requirement for long term care.

1.8 Performance Update

- 1.8.1 Our ambition is to respond on a timely basis, reduce risk and improve outcomes for people of Sheffield. The Performance report highlights, providing details of our performance position and trajectory towards meeting our targets. In line with our Cycle of Assurance this enables scrutiny of our performance to Committee and Council.

- 1.8.2 The Key highlights are: -

- Our Adult Future Options and Living and Ageing Well services have significantly reduced assessments over 3 months – both by around 80% over last 2 years despite increase in demand with 14 waits over 3 months.
- The median number of days to complete an assessment is 30 days.
- Despite an 102% increase in referrals over the last year, Occupational Therapy have continued to reduce waits to 1087 and are on trajectory towards meeting the initial 6-week target by August 2024.
- 84% reviews have been completed across Adult Care, which demonstrates a continued and positive improvement.

Occupational Therapy

- 1.8.3 The Occupational Therapy and Adapted Housing Service have continued to see a rise in the number of referrals received, with approximately 8,196 referrals per year. Occupational Therapy have seen a 102% increase in demand.

- 1.8.4 However, work continues to develop the delivery model which will enable us to meet people's needs sooner, and therefore promote independence. With just 1087 people now waiting, the service has managed to significantly reduce waits despite the significant increase in demand and to this end, we are around 400 cases away from the target of 6 weeks from referral to assessment. As part of the work to deal with demand we are initiating clinics for some referrals following a triage to be held at an office location which will allow us to deal with people in a more efficient and effective way if it is appropriate to their circumstances.

- 1.8.5 The Service are in the process of implementing several workstreams such as a new model for Blue Badge assessments, the development of an Occupational Therapy clinic, a review of the Equipment contract and of the Adapted Housing policy, which will have an impact on how we deal with the demand in a more focussed and equitable way. An update regards Equipment and Adaptations are at Committee in March 24.

Social Work Assessments

- 1.8.6 A priority has been to reduce assessment waits so that people can experience timely assessments. Our Adult Future Options and Living and Ageing Well services have significantly reduced assessments over 3 months – both by around 80% over last 2 years despite increase in demand with 14 waits over 3 months.
- 1.8.7 The majority of waits over 3 months (28 people) are in mental health services, and this is linked to the Mental Health Social Workers coming back to the Local Authority in April 2023 and issues around workforce development and recruitment which are being positively addressed.
- 1.8.8 In addition to this, there is ongoing review of recording and data quality issues to ensuring accuracy of data position. We continue to work on having a strength-based approach to our assessments and our Practice Manual provides staff with tools and information to assist with this. In addition, we have a programme of case file audits which amongst other things will be looking for evidence of this approach.
- 1.8.9 It is important that we do not pull people in to having care unnecessarily and we are undertaking a programme of work to enhance our early help and enablement offer. We will be working proactively to ensure that people are assisted to retain their independence for as long as possible, and this will be across all our specialisms not just older people. The early help and prevention update was noted at November 2023 Committee with a further planned update in June 2024.

Social Work Reviews

- 1.8.10 An area of priority was a focus on social care reviews where we have chosen to invest in additional resource to clear our backlog, whilst simultaneously working on a model to develop a sustainable and proportionate approach to reviews. Our new Target Operating Model is assisting in this respect, particularly in respect to move to trusted assessors as part of new commissioning frameworks and specialist models of working.
- 1.8.11 We are continuing to improve on our baseline of 42% in April 2022 to 84% in February 2024 of people currently receiving long term support for more than 12 months having had a review. As the new model and trusted assessment becomes embedded in 2024/ 2025 its anticipated that the % of reviews completed will continue to increase and be sustained.

Direct Payments

- 1.8.12 Our specialist review team continue to review people taking Direct Payments to ensure that their support continues to meet their goals and remains appropriate for meeting their needs. At present, there are 2330 individuals benefiting from Direct Payments in Sheffield, comprising 394 in children and young people and 1936 Adults. This constitutes approximately one-quarter of those receiving long-term support from Adult Social Care and is a significant indicator of our approach to right to choose. Reviews performance is currently at 75% and continues to increase.

- 1.8.13 We have undertaken considerable work to put in place an improved offer in respect of Direct Payments. This means that people who use our services can have more choice and control over their support arrangements and our staff understand what is required of them when setting up and then reviewing direct payments.
- 1.8.14 Our Personalisation and Direct Payment Strategy [Direct payments and managing your care | Sheffield City Council](#) has had its first anniversary, with the delivery plan reaching many achievements as noted in the update to Committee in January 2024. Most notably we have worked with people with lived experience and partners to update public information, deliver dedicated Direct Payment training, simplify our processes, and design Individual Service Funds.
- 1.8.15 In addition, we partnered with ADASSY&H to hold the first Personal Assistant Workforce Summit at which local authorities, both local and national Direct Payment support organisations, individual employers and personal assistants came together to pledge action in promoting and enriching the personal assistant workforce offer.

Unpaid Carers

- 1.8.16 Regarding referrals from Adult Care and Wellbeing to the Carers Centre we have seen a consistent rise. There was an increase in referrals of 63.8% from 2022 to date and this continues to improve, which is a positive step in identification of Carers.
- 1.8.17 In terms of waiting time the Carers Centre will always prioritise and deal immediately with unpaid carers who are in crisis. In terms of others for February there was a wait of between 3 and 4 weeks for an assessment, but in the meantime, people will be signposted to immediate assistance where appropriate.
- 1.8.18 In addition, our scores on the Adult Social Care Outcomes Framework (ASCOF) have improved. ASCOF measures how well Care and Support Services achieve the outcomes that matter to people. There are five carer specific measures, with a Local Authorities score being determined by responses to the Survey of Adult Carers in England (SACE). We have made good progress on four out of the five outcome areas, which is particularly pleasing in the ongoing cost of living crisis which can disproportionately impact on unpaid carers. We will continue to focus on further improvements through our partnerships.
- 1.8.19 In terms of our work with unpaid carers we have a Carers Strategy [Carers' Strategy | Sheffield City Council](#) and an Implementation Group formed of partners from across the city. In addition, we have an Operational Group comprised of representatives from across Adults Care and Wellbeing and the Carers Centre where issues around practice and operations are discussed. A recent highlight was the first ever Sheffield Carers Roadshow. This was a public event held in the Winter Gardens. The event demonstrated the demonstrated the power of multi-agency working and feedback was overwhelmingly good. An update regards our progress in delivery is at Committee in March 2024.

1.9 Implementation of the Working with People Delivery Plan

Target Operating Model

- 1.9.1 The Target Operating Model has now been embedded and has reorganised our services to focus on specialist areas. We have a Living and Ageing Well Service which focusses on older people and people with dementia, a Future Options service focussing on working age adults with learning disabilities, physical disabilities and autism, and a Mental Health Access and Wellbeing Service which deals with our front door and the mental health services that have returned to us from Sheffield Health and Social Care Trust.
- 1.9.2 This model continues to develop, and we are constantly reviewing the model to ensure continuous improvement. We believe this return to specialisms will not only improve the quality of what we offer to the people we work with but will also provide greater job satisfaction to our staff, thereby improving retention. An update on progress with the Target Operating Model was provided in January 2024 to Committee.

Workforce Recruitment and Retention

- 1.9.3 The Workforce Strategy was approved in March 2023 and a Workforce Update provided to Committee in January 2024. As an update we have worked with a specialist recruitment agency to widen the pool of our recruits, and to date we have successfully recruited twenty Social Workers via this route.
- 1.9.4 The recruitment of qualified and experienced Social Workers continues to be a challenge and due to these alternative options are being considered as a partnership with trade unions.
- 1.9.5 Our focus on retention continues and we have used the restructure to improve our progression offer to staff to align more closely with surrounding Local Authorities which will contribute to both recruitment and retention. Over the past few months, we have witnessed staff taking up this option and attaining a higher grade. Our key next steps are to embed progression routes across all of our portfolios across Adult Care, building retention and experience.
- 1.9.6 We believe that this highlights our approach to valuing staff which is central to what we do. In addition, we are focussing on our development offer to ensure that staff are provided the appropriate tools to do their job. We now have a Practice Development Manual available to all staff which we are ensuring has all the relevant information required and is continually updated.

Information and Advice (Care Act s4)

- 1.9.7 Our new Information and Advice website went live to the citizens of Sheffield at the end of November 2022. The new platform provides greater information and advice about support available and builds a foundation for greater use of digital technology and self-assessment to improve access to social care. Our information indicates that the numbers accessing this is around 55,000 per month.

1.9.8 However, we recognise that access is not just about information and advice. It is also about the way services are designed and how workers support the people they are in contact with. Our new operating model has been designed to reduce handoffs between teams and to provide a more seamless pathway for people. We are currently embarking on a piece of work to enhance our reablement offer which will have a positive impact on our approach to working with the people we serve.

2. HOW DOES THIS DECISION CONTRIBUTE?

2.1 The Working with People Plan is central to the Adult Social Care outcomes as set out in the Adult Social Care Strategy.

2.2 This proposal directly supports the future design of Adult Care (operating model) which is rooted in improving the experience and outcomes of people through the care system and maximising their independence and health wherever possible.

2.3 The plan also supports a broad range of strategic objectives for the Council and City, and is aligned with existing policies and commitments, including: -

- [The City Goals](#): - A Creative & Entrepreneurial Sheffield, A Sheffield of thriving communities, A connected Sheffield, A Caring and Safe Sheffield, A Sheffield for All Generations
- [The Council Plan](#): *Outcome 3: People live in caring, engaged communities that value diversity and support wellbeing; Outcome 4: A creative and prosperous city full of culture, learning, and innovation*
- ADASS – ANRC Preparing for assurance and what good looks like.
- Partnerships – the Carers Partnership, Personalisation Partnership, the Autism Partnership Board and Learning Disability Partnership Board.

3. HAS THERE BEEN ANY CONSULTATION?

3.1 To enable this, the governance structures will include the voices of those receiving care, carers, partners, and care providers so that we ensure we deliver what matters to people of Sheffield. We are just about to embark on a series of events which will consult on our CQC Self-Assessment and will of necessity provide us feedback across a wide range of our work.

3.2 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. A dedicated item on this is proposed as part of the Committee's forward plan.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

4.1.1 As a Public Authority, we have legal requirements under the Equality Act 2010, collectively referred to as the 'general duties to promote equality'. Section 149(1) contains the Public Sector Equality Duty, under which public authorities must, in the exercise of their functions, have due regard to the need to:

1. eliminate discrimination, harassment, victimisation. and any other conduct that is connected to protected characteristics and prohibited by or under this Act.
2. advance equality of opportunity between those who share a relevant protected characteristic and those who do not.
3. foster good relations between those who share a relevant protected characteristic and those who do not.

4.1.2 The proposal described in this report is consistent with those requirements. It aims to develop a more efficient and person-centred approach and, as referenced in the Consultation section above, to ensure citizens' voices and experiences help to inform and develop the processes.

4.1.3 The nature and purpose of Adult Health & Social Care means that people sharing the protected characteristics of Age and/or Disability will be directly impacted by the proposals. However, the safeguarding remit means that people sharing certain other protected characteristics (e.g. Sex, Race, Sexual Orientation) may also be particularly affected.

4.1.4 The key issue around equality is that we work to ensure we deal with people in a timely way to avoid deterioration in their situation. We are focussing on our early help and prevention offer to maximise people's independence. We have an improving trajectory in terms of our reviews and waiting times, and initiatives such as the Occupational Therapy clinic will enhance this situation.

4.1.5 Projects covered by the delivery plan are subject to individual EIAs.

4.2 Financial and Commercial Implications

4.2.1 The Council has a statutory duty to set a balanced budget. For 23/24, a standstill budget approach has been adopted because of the Council's financial position, with each committee asked to work within their budget envelope.

4.2.2 Full consideration will be given to the affordability and viability of any proposals arising from this plan.

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 Beyond the Act itself the obligations on Local Authorities are further set out in the Care Act statutory guidance issued by the government. By virtue of section 78 of the Act, Local Authorities must act within that guidance.

4.3.3 The Care Act Statutory Guidance at paragraph 4.52 requires Local Authorities to:

“... 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”.

4.3.4 This report therefore sets out how the Authority will meet its statutory obligations and it is itself a requirement of the wider Care Act framework.

4.3.5 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 This reports supports implementation of the Adults Climate Statement approved on January 2024 by ensuring that vulnerable people impacted by effects of climate change are supported. A key element of all teams is to have business continuity plans so that care can be delivery continuously.

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 This is an update on previously endorsed delivery plan in line with recommendations approved at Committee. No alternatives options are available due to this.

6. REASONS FOR RECOMMENDATIONS

6.1 An approved delivery 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.

6.2 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 provide an additional mechanism to input to future development.