



Report to Policy Committee

Author/ Lead Officer of Report:
Liam Duggan

Tel: 0114 293 0253

Report of: Strategic Director of Adult Care and Wellbeing

Report to: Adult Health and Social Care Committee

Date of Decision: 19th June 2024

Subject: Adult Care and Wellbeing Governance, Assurance and Performance Framework

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? 1183				
Has appropriate consultation taken place?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" 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: -				

Purpose of Report:

To provide an updated Care Governance Strategy, Cycle of Assurance and Performance Management Framework for approval.

Recommendations:

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

1. Approve the updated Care Governance Strategy
2. Approve the updated Performance Management Framework
3. Approve the updated Cycle of Assurance

Background Papers:

Appendices:

1. Care Governance Strategy
2. Performance Management Framework
3. Cycle of Assurance

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>Laura Foster</i>
		Legal: <i>Patrick Chisholm</i>
		Equalities & Consultation: <i>Ed Sexton</i>
		Climate: <i>N/A</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</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>Liam Duggan</i>	Job Title: <i>Assistant Director, Care Governance and Financial Inclusion</i>
	Date: 06/06/24	

1.0 PROPOSAL

1.1 Our vision is that everyone in Sheffield lives in a place they can call home, in communities that care, doing things that matter to them, celebrated for who they are and when they need it, they receive care and support that prioritises independence, choice, and recovery.

1.2 The Care Governance Strategy is aligned to the Council's values and supports the delivery of the Council Plan and Adult Social Care Strategy. The function of the Performance Management Framework is to ensure delivery of our vision/strategy outcomes.

1.3 The Care Governance Strategy, Performance Management Framework and the Cycle of Assurance have been reviewed and updated for 2024.

1.5 CARE GOVERNANCE STRATEGY

1.5.1 The original Adult Care 'Care Governance Strategy' was approved by Committee in June 2022 and provided an overarching framework for the governance of all aspects of Adult Care and Wellbeing Services and Support. This version was then updated in June 2023.

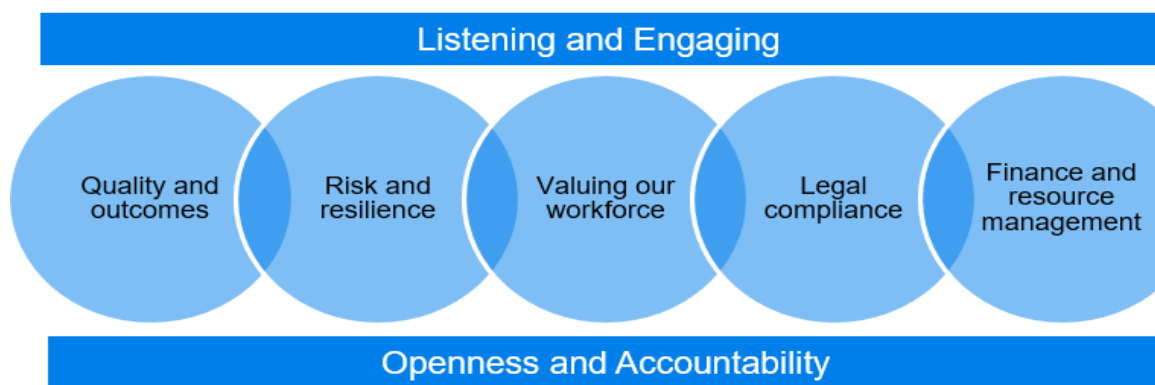
1.5.2 The purpose of the Care Governance Strategy is to provide a comprehensive and robust framework of assurance and accountability about Adult Care and with that set a standard that:

- People who use our services and family members and carers have a voice, are central to the planning and development of adult social care services.
- Improving wellbeing and population outcomes, quality of life and experiences for individuals, their carer's, and families remains central to our priorities and focus.
- Our support and services are high performing, resilient, compliant with legislation, of excellent quality and are positively received by individuals and families.
- Our workforces are valued, engaged, and feel empowered to continuously develop practice and delivery of social care services.
- Our resources are used effectively and efficiently across Adult Care.

1.5.3 The following changes to the governance framework have been made for 2024/25 to reflect the evolution and growing maturity of the directorate's governance arrangements:

- Referencing the Improvement cycle as a central part of our Care Governance arrangements and the means by which each of the Governance domains are structured and aligned. This adds rigour to the maturing framework and provides greater consistency across each of the domains. It will be developed in future iterations by an assessment as to how well embedded each of these aspects are.
- Revision of the Statutory and Regulatory Compliance domain so that it describes in more detail how this domain will give assurance and oversight of the Directorate's Care Act responsibilities through a close alignment with the ADASS 'Getting Ready for Assurance' checklist and the CQC Local Authority Information Return, which has emerged since the last refresh.
- Moving Safeguarding Governance into the Statutory and Regulatory compliance domain so that all Care Act duties are accounted for together and can be assured through increasingly consistent and more closely aligned best practice.
- The Business Management Improvement Plan (BMIP) is formally referenced because of its central role in providing accountability throughout the framework.

1.5.4 The updated Care Governance Strategy is set out at Appendix 1. The framework retains the same high- level structure as before:



1.6 PERFORMANCE MANAGEMENT FRAMEWORK

1.6.1 The Performance Management Framework sits within the Quality and Outcomes Domain and is set out in Appendix 2.

1.6.2 The Framework aligns with the Adult Social Care Strategy and our local and national outcome measures to establish a system of continuous improvement and ensure progress towards our vision.

1.6.4 The performance management framework has been redrafted, reduced and simplified so that it is more clearly articulated in terms of the improvement lifecycle. Other changes in this re-draft include:

- Council Plan/ Performance Framework – Reference is now made to the Council Plan 2024-28 and new Sheffield City Council Outcomes and Performance Framework which was agreed by the Strategy and Resources Committee in April.
- Performance dashboard information – The framework describes the different dashboards in use in the directorate including the new directorate performance dashboard which has been re-defined in 2024/25, how the dashboards are used, how targets are set and the use of thresholds which will be introduced in 2024/25 to provide greater consistency and rigour around the escalating of performance issues.
- Outcome Indicators – Outcome indicators have been reviewed and refreshed for 2024/25.

1.6.7 The updated Performance Management Framework is set out at Appendix 2.

1.7 CYCLE OF ASSURANCE

1.7.1 The Adult Care and Wellbeing Cycle of Assurance framework sets out how reports and updates are escalated through the service on a routine basis to give scrutiny to, and provide assurance about, the activity, risks, and compliance of the service.

1.7.2 The Cycle of Assurance was first approved by Committee in November 2022 and then further developed into its current form, structured around the five domains of the Governance Strategy in June 2023.

1.7.3 Minor updates are provided in this version including new dedicated reporting on establishment control and core purchasing spend, the directorate plan and staff feedback.

1.7.4 The updated Cycle of Assurance framework is set out at Appendix 3.

2.0. HOW DOES THIS DECISION CONTRIBUTE?

3.1 Good governance, the Care Governance Strategy, and the Quality Improvement Framework are key to the delivery of the Council's statutory responsibilities for Adult Social Care including the following outcomes for the people of Sheffield:

- promotion of wellbeing
- protection of (safeguarding) adults at risk of abuse or neglect
- preventing the need for care and support
- promoting integration of care and support with health services
- providing information and advice
- promoting diversity and quality in providing services

3.2 These governance arrangements support a culture of accountability, learning and continuous improvement which will enable the Council to deliver upon its vision

for Adult Social Care, deliver better outcomes and an improved experience for people and a more sustainable adults social care service for the future

4.0 HAS THERE BEEN ANY CONSULTATION?

4.2 In the summer of 2023, the Adult Care and Wellbeing *Citizen's Involvement Project* explored ways of involving people in shaping and improving adult social care in Sheffield through a *Festival of Involvement*. This included a series of themed workshops and activities including Community Performance Clinic Pilots which created new opportunities for engaging with people on the performance of the Council and useful insight into the Directorate's areas of strength and weakness.

4.3 Learning from these initial involvement sessions has been recorded and pulled together for that process to inform the next phase of development. This will be where the more detailed, longer-term arrangements concerning the involvement of people in the decision making and scrutiny of Adult Care and Wellbeing are co-produced.

4.4 This next phase of do-design will centre around three partnership workshops focusing on:

1. The principles of good involvement
2. The roles (including performance scrutiny roles) needed in Adult care and Wellbeing involvement
3. How we measure the success/ impact of our involvement

4.5 It is anticipated that a dedicated forum will be required to support the work of the performance clinics with a meeting taking place each quarter to test and challenge the performance and CQC narrative.

5.0 RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

5.1 Equality Implications

5.1.1 A key function of the Care Governance Strategy is to ensure equality of opportunity for all because it is designed to give assurance about the delivery of the Council's statutory responsibilities for adult health and social care.

5.1.2 These duties include Care Act duties such as the duty to provide diversity and quality of services and to ensure that adults receive support that's personal to them, chosen by them and has their consent. It includes Mental Capacity Act duties to ensure that vulnerable individual retain their right to dignity and equality and Human Rights Act duties which compel public organisations to treat everyone equally, with fairness, dignity, and respect.

5.1.3 A key function of the Performance Management Framework is to ensure equality of opportunity for all because it is designed to ensure delivery of the Council's Vision and Strategy for Adult and Health and Social care. This vision includes the outcome Efficient and Effective which includes the provision of a good choice of services that meet individual needs irrespective of background, ethnicity, disability, sex, sexual orientation, religion, or belief. The performance

management framework will therefore be tasked with measuring the achievement of the service in the delivery of this ambition.

5.1.4 Reporting for the Council Plan Outcomes and Performance Framework will be aligned with the Council's forthcoming Equalities Framework. The reporting process will therefore measure equalities progress.

5.2 Financial and Commercial Implications

5.2.1 A key function of the Care Governance Strategy is to support the delivery of a financially sustainable Adult Health and Social Care Service, because it is designed to give assurance about the delivery of the Council's statutory responsibilities for adult health and social care.

5.2.2 These duties include ensuring a sustainable care market and the ability to meet eligible care needs. The ongoing resourcing of Adult Health and Social Care is a key challenge for Sheffield City Council and Local Authorities nationally.

5.2.3 The Care Governance Strategy supports the financial sustainability of Adult Health and Social Care including in the following ways:

- Quality, Performance and Outcomes – this domain focuses on quality of practice and of service and how we are delivering upon our vision and strategy. The vision includes the outcome Efficient and Effective which includes the provision of best value, and the performance management framework will therefore be tasked with measuring the achievement of best value.
- Financial and Resource Management – this domain focuses on the use of public money in Adult Health and Social Care from operational processes such as support approvals, through to strategic processes such as business planning.

5.2.4 There are no direct financial implications arising from this report. Any future activity will be assessed for its financial implications and will need to be managed within existing resources.

5.3 Legal Implications

5.3.1 The main responsibilities of Adult Health and Social Care are set out in the following main pieces of legislation: the Care Act 2014, the Mental Capacity Act 2005, the Human Rights Act 1998, the Health and Care Act 2022, and Domestic Violence Act 2021.

5.3.2 This legislation directs Adult Health and Social Care to:

- promote wellbeing
- protect (safeguarding) adults at risk of abuse or neglect
- prevent the need for care and support
- promote integration of care and support with health services
- provide information and advice

- promote diversity and quality in providing services

5.3.3 As previously described the key function of the Governance strategy and supporting framework are to set out how the Council will ensure that Adult Social Care is statutorily compliant.

5.4 Climate Implications

5.4.1 The performance management framework will ensure that climate impacts are considered in decision making as this is a part of the Effective and Efficient Outcome in the Adult Health and Social care vision and strategy.

5.4.2 The performance management framework will therefore be tasked with measuring the achievement of the service in the delivery of this ambition and identifying actions as and when performance falls short.

6.0 ALTERNATIVE OPTIONS CONSIDERED

6.1 Alternative options have been considered and the options are:

6.2 Option 1 - Option 'to do nothing' and not update the care governance or performance management framework. However, this would mean that the frameworks do not evolve to meet the changing needs of the service or the people who use it.

6.3 Option 2 – Delay approval to enable further learning, benchmarking, and engagement. Benchmarking, learning, engagement, and review will take place on an ongoing basis to ensure it delivers what matters to people of Sheffield and is responsive to changing circumstances. Further changes will be captured in the next iteration of these frameworks.

7.0 REASONS FOR RECOMMENDATIONS

7.1 The updated Care Governance Strategy, Performance Management Framework and Cycle of Assurance, will ensure significant further improvements are made in the following areas:

- People who use our services and family members and carers have a voice, are central to the planning and development of adult social care services.
- Improving wellbeing and population outcomes, quality of life and experiences for individuals, their carers, and families remains central to our priorities and focus.
- Our supports and services are high performing, compliant with legislation, of excellent quality and are positively received by individuals and families.
- Our workforce is valued, engaged, and feels empowered to continuously develop practice and delivery of social care services.
- Our resources are used effectively and efficiently across Adult Social Care.
- We are prepared for pending CQC assessment which is being introduced in 2023.