

Adult Care and Wellbeing Care Governance Strategy



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Sheffield City Council

Working with you to make Sheffield

HEALTHIER



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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 high standards for Adult Care in Sheffield and supports delivery of the Adult Social Care Strategy, Council Plan and our statutory duties. This includes the full scope of services we provide and commission across Sheffield:

- from how we respond to risk 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 how we give assurance about the quality of our services. It helps ensure we are 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 and outcomes..

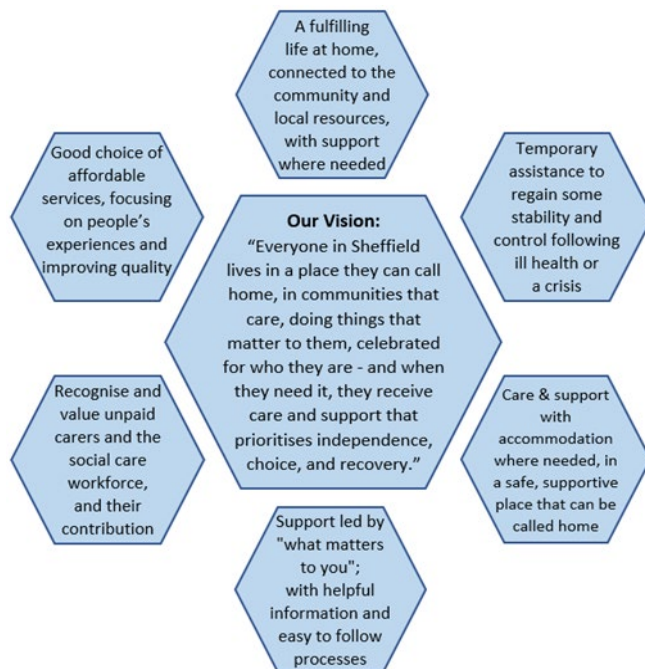
Our Vision for Adult Care, and our commitments to deliver that strategic vision, are set out in the diagram below.

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 and two ways of working provide the building blocks to ensure openness, transparency and accountability for the delivery of a high performing, safe, resilient, compliant and sustainable Adult Care and Wellbeing Directorate.



Although these domains are described individually for reasons of clarity and simplicity, each domain overlaps with each of the others, and so it is also vital that each domain communicates and informs each other domain. 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.

Improvement cycle

The building blocks for each of the domains of the Governance Strategy are the four parts of the improvement cycle as follows:

Improvement cycle	Purpose	Example product
Objectives / requirements	To understand the requirement	Strategy/ Plan/ Legislation
Self-assessment/ reflection	To test where we are at against the requirement and plan for improvement	Self-assessment/ checklist/ clinic
Accountability	Tracking delivery of improvement actions	Action plan (BMIP)
Assurance	Monitoring metrics	Dashboard

These aspects will take shape in a different form across each of the domains and at different tiers of the directorate from the front line, to the Directorate leadership team.

They may take place together or at different times and they may take place in core team meetings or dedicated ‘specialist’ meetings.

It is important not just how information flows through each part of the improvement cycle but how information flows up and down the directorate through each tier of the organisation.

Cycle of assurance

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

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 regularly updated to reflect the reporting requirements of the service's strategies/ action plans.

Business Management Improvement Plan (BMIP)

The Business Management Improvement Plan is the Directorate's improvement planning tool and provides the accountability for each of the actions

It is structured around the domains of the Governance Strategy and records all improvement actions. It provides a comprehensive view of improvement activity across the directorate and is routinely reported to service management meetings in order to provide accountability.

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. Adults Partnership Board – to support the involvement of strategic partners in strategy development including integration and prevention

Quality, Performance and Outcomes

This domain is designed to measure progress towards the delivery of our vision and strategy, Living the Life You Want to Live

It includes the Performance Management Framework, the Care Quality Framework and the Practice Quality Framework and it contributes to the Corporate Performance Framework and shows how the directorate is contributing to delivery of the Council plan.

It is designed around the 4 parts of the improvement lifecycle as follows:

1. Are we delivering our Vision/ Strategy and specifically the 5 outcomes **within it**; *Active and independent; Safe and Well; Connected and engaged; Aspire and achieve*; and *Effective and Efficient*.
2. Why are we having the impact we're having? Undertaken through reflective performance conversations
3. Action planning at each tier of the Directorate through the Business Management Improvement Plan
4. Reviewing impact through a suite of dashboards which operate at each tier of the directorate via the Cycle of Assurance

Specialist meetings include outcome- themed performance clinics chaired by the AD Care Governance and Financial Inclusion. This domain reports into the corporate Performance and Delivery Board.

Risk and Resilience

The Risk and Resilience domain ensures the Directorate adheres to the Council's policies in relation to a range of linked work areas associated with risk management and organisational resilience including:

- Risk management
- Business Continuity Planning
- Emergency Planning
- Health and Safety
- Information Management

Each work area is steered by the Council's policy in that area with key updates provided to each tier of the organisation on standard templates through the Cycle of Assurance.

Specialist meetings include the Health Safety and Business Continuity Governance Group chaired by the Chief Social Work Officer. This domain reports into the corporate Strategic Resilience Management Group; the Corporate Risk Management Group; and the Strategic Health, Safety and Wellbeing Board

Valuing our Workforce and Our Leaders

This domain is responsible for the delivery and oversight of the 2023 Care Sector Workforce Development Strategy and Delivery Plan.

A reflective assessment of how things are in relation to the Workforce Development Strategy currently takes place in skills for care registered managers forums and commissioning framework networks. The gathering of feedback directly from the Independent Sector workforce will be enhanced through the future development of a workforce forum and better use of surveys/engagement.

Dashboard reporting of performance in relation to the strategy's ambitions will be developed by the Autumn of 2024 in readiness for an update to committee in October.

Specialist meetings in this area include cross sector workforce boards and partnership meetings with unions.

Statutory and Regulatory Compliance

This domain is designed to ensure compliance with the Council's duties and specifically its statutory responsibilities under Part 1 of the Care Act.

The Council's compliance with its statutory duties are assured each year through the Annual Governance Statement and the 'Director's Assurance' process. Dedicated arrangements are being further developed to ensure continued compliance with its Care Act duties.

A process of self-assessment against Part 1 of the Care Act is being undertaken with managers from across the directorate using a checklist aligned to the CQC regulatory framework and Local Authority Information Return. This work will provide a routine report at service level based on aggregated results and also a directorate -level report which will inform the ADASS 'Getting Ready for Assurance' checklist and self-assessment report.

A series of assurance dashboards including existing safeguarding dashboards, will be aligned to the Directorate's statutory duties and will include all data required as part of the CQC Local Authority Information Return.

This will be accompanied by a suite of action plans relating to regulatory compliance including through the Business management Improvement plan, safeguarding action plan, CQC communications plans, and inspection visit logistical plan.

Specialist meetings include the safeguarding practice forum. This domain reports into the Annual Governance Statement process and the Sheffield Adult Safeguarding Partnership.

Finance and Resource Management

This domain is designed to track delivery of the Directorate against the Adult Care and Wellbeing Financial Strategy and the Council's Medium Term Financial Strategy (MTFS) in order to ensure that social care delivery is sustainable for the future.

The Financial Strategy consists of three elements:

1. Supporting people to be independent
2. Secure income and funding streams
3. Good governance

The Finance and Resource Management Plan sets out a range of developments required to ensure good financial governance in the Directorate including strategic plans (benchmarking, market shaping, budget setting processes etc), tactical elements (budget accountability, establishment control, monitoring processes etc) and operational processes (approval processes, income management processes etc).

Budget and savings reporting takes place in collaboration with Finance through monthly monitoring processes and updates to the Committee on the Directorate's financial position, financial governance and the financial recovery plan are provided to every meeting.

Specialist meetings include Core Purchasing meeting and the domain reports into the Budget Implementation Group.