



## Report to Policy Committee

**Author/Lead Officer of Report:** *Rebecca Dixon / Nicola Maskrey*

**Report of:** Strategic Director adult Care and Wellbeing

**Report to:** Adult Health & Social Care Policy Committee

**Date of Decision:** 19<sup>th</sup> June 2024

**Subject:** 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? <i>Strategy: 2700, Complaints: 2533</i>				
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"The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended)."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 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 is the quarterly Strategy Delivery Update as part of our performance and Governance framework, last presented to committee on 20 March, this paper:

- Provides a further scheduled update, aligned to our cycle of assurance, setting out our delivery progress and what's been achieved.
- Provides an overview of the draft CQC self-assessment for Adult Care, including the full assessment document as an appendix, and horizon scan.
- 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 the 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 Strategy Delivery Programme at Appendix 1.
3. Notes Adult Care and Wellbeing performance.
4. Notes Adult Care and Wellbeing update in relation to complaints and compliments.
5. Notes progress in the consultation and engagement on the CQC self-assessment and our preparations.

**Background Papers:**

- Appendix 1: Strategy Delivery Programme

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.	<table border="1" style="width: 100%;"> <tr> <td>Finance: Laura Foster (06/06/24)</td> </tr> <tr> <td>Legal: <i>Patrick Chisholm</i></td> </tr> <tr> <td>Equalities &amp; Consultation: <i>Ed Sexton</i></td> </tr> <tr> <td>Climate: Nicola Maskrey</td> </tr> </table>	Finance: Laura Foster (06/06/24)	Legal: <i>Patrick Chisholm</i>	Equalities & Consultation: <i>Ed Sexton</i>	Climate: Nicola Maskrey
Finance: Laura Foster (06/06/24)						
Legal: <i>Patrick Chisholm</i>						
Equalities & Consultation: <i>Ed Sexton</i>						
Climate: Nicola Maskrey						
	<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	<b>SLB member who approved submission:</b>	<i>Alexis Chappell</i>				
3	<b>Committee Chair consulted:</b>	<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.					
	<b>Lead Officer Name:</b> <i>Alexis Chappell</i>	<b>Job Title:</b> <i>Strategic Director Adult Care and Wellbeing</i>				
	<b>Date:</b> 3 <sup>rd</sup> June 2024					

## 1. PROPOSAL

- 1.1.1 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.
- 1.1.2 Our focus continues to be on the delivery of outcomes and working in genuine partnership with individuals, carers, those with lived experience, colleagues, and partners. Through our collaboration and engagement approach this will enable us to achieve positive outcomes through excellent quality social work and social care in the city for all citizens of Sheffield, including equity of access and experience.
- 1.1.3 Underpinning and supporting our ambitions is a culture of proactive performance management and assurance. This approach will help to ensure that our decisions and improvement journey are evidenced based and fully informed by the voices and experiences of the people that use and access our services, alongside their families, carers, and local communities.
- 1.1.4 Through using this approach, over the past year, significant progress has been made in relation to delivering upon our strategic intentions set out in the Adult Care & Wellbeing Strategy Living the Life You Want to Live.
- 1.1.5 Examples of programme delivery against the strategy outcomes include: -
- Safe and Well – Implementation of a new Quality Assurance Process for Adults with a disability and refreshed Joint Health & Care Quality Assurance Framework for residential care. Progressing with implementation of the Discharge Model, of which an update is at Committee in June 2024.
  - Aspire and Achieve/ Connected and Engaged - The launch of the Autism Partnership Board in February 2024, co-chaired by a person with lived experience, and 5 working groups to delivery on the Autism Strategy. A cross sector working group has been established to co-design a series of events and workshops for Disability Friendly City. The Carers Centre and Sheffield Young Carers are currently leading the co-design of the programme for Carers Week 2024.
  - Active and Independent - The transition to our new Care and Wellbeing Service took place on 3 June. Our new Home Care provision, will help us to improve and provide flexible care, based on people's individual needs around their communities. An update is at Committee in June 2024
  - Efficient and Effective - Recruitment and retention of staff in Adult Health and Social Care Services is a national challenge, which in Sheffield we are working hard to address. On 30 April we held a roundtable discussion with social care partners across the city, such as social care staff, nurses, occupational therapists, social workers and providers of health and care, to discuss the implementation of our [Workforce Development Strategy](#). The strategy will help us to develop a sustainable social care workforce and understand feedback from colleagues on what we can do to improve our service offer.

1.1.6 An Adult Care & Wellbeing conference took place in May 2024 for colleagues across council and partners and was focused on safeguarding filled with informative sessions, including financial and domestic abuse, round table discussions, and networking opportunities. Our Service events are designed to empower our workforce to provide the best care for the people of Sheffield and share learning with other Council departments and partners. Our Adult Social Care Conference on Wednesday 5 June explored different ways of building our resilience.

## **1.2 Partnerships and Strategy Delivery Programme Update**

1.2.1 To further embed our commitment to partnership working and collaboration, the Adult Partnership Board is being further developed to strengthen opportunities and build relationships across the wider health and social care system as well as have oversight of our Strategy Delivery Programme. Appendix 1 includes the governance in the Adult Care and Wellbeing Overview.

1.2.2 To do this, two system wide workshops took place in April and reflected on what is working well now and where we can strengthen partnership working to achieve better outcomes for citizens of Sheffield and our collective workforce. The workshops enabled useful insights, feedback and ideas that will be incorporated into the refreshed Strategy Delivery Plan with key priority areas, the CQC Self-Assessment, and partnership working all in one place.

1.2.3 Over the next 12 months further partnership workshops will take place to develop and harness opportunities for a partnership approach towards being a Disability Friendly City, our climate goals, the quality of care, early help and prevention, living and ageing well and safeguarding.

1.2.4 Appendix 1 provides a high-level overview of the Strategy Delivery Programme and its links to the Council Plan, City Goals, Health & Care Partnership, Health and Wellbeing Board and South Yorkshire Integrated Care Partnership ambitions for approval. As a key next step, programme plans will be finalised based on feedback from partners, individuals, workforce linked to Market Position Statements to ensure a cohesive delivery programme for approval at October Committee.

1.2.5 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 across all our activities.

## **1.3 CQC Update**

1.3.1 CQC are now publishing the Local authorities they are due to assess and are now beginning to publish the reports from other Local Authority Assessments [Local authority assessment reports - Care Quality Commission \(cqc.org.uk\)](https://www.cqc.org.uk/local-authority-assessment-reports).

1.3.2 The Sheffield assessment can take place at any time. Early indications from ADASS imply that the assessment regime for CQC will continue as normal over the summer period. On that basis, we are planning mitigations for if the assessment happens currently, and key people are absent from work during the holiday period.

1.3.3 As part of our preparation a risk assessment has been undertaken to determine our current position relating to Care Act duties delivery and the resource, financial, legal implications where there are risks identified in relation to duties not being met and any

- mitigations/ modelling which can support. This has informed our priorities, strategy delivery programme and key decisions required throughout 2024/2025.
- 1.3.4 Following the 3-week period following CQC's notification, the assessment visit by CQC will take place approximately 6-8 weeks later. As part of our CQC planning and preparation we have developed a comprehensive logistical plan for the CQC visit, and communications plan for both our workforce, and our partners and stakeholders.
- 1.3.5 The self-assessment is a key element of the CQC assessment framework for all Local Authority Adult Social Care Assessments. It is also an essential part of the CQC Local Authority Information Return (LAIR). Our self-assessment outlines our performance in relation to key areas, alongside our ambitions, and the areas of activity we regard to be our main strengths or challenges, and areas of improvement.
- 1.3.6 To appraise our performance and delivery of the areas of improvement identified in the self-assessment, and wider performance framework, we will consider the following three core elements:
- ✓ **Our self-assessment:** what we know and regard as our strengths, areas of challenge and improvement and opportunities.
  - ✓ **What the data tells us:** Our performance information, including dashboard reports, ASCOF measures, key performance indicators (KPIs), benchmarking, workforce surveys, I-statements, compliments, and complaints.
  - ✓ **What people tell us:** our partners from statutory sectors, VCSE and commissioned providers; people who access and use our services, their families, carers and those with lived experience.
- 1.3.7 Consultation on the self-assessment is not a requirement of CQC but we have chosen to consult openly and transparently. This is because we want our self-assessment to be a true reflection of the views and experiences of people who access our services, their families and carers, those with lived experience, our partners and our workforce. The draft self-assessment has been available on the council website and 'Have your Say' consultation platform since March as reported to Committee. Alongside this we have proactively consulted with Members, our workforce, colleagues across the Council, social care providers, VCSE, partners, HWBB on the self-assessment.
- 1.3.8 Our self-assessment for the CQC assessment of Adult Social Care in Sheffield is now in its final stages and over the next month will be submitted to Adults Policy Committee, Councils Leadership Team, Health and Wellbeing Board and Health and Care Partnership and Safeguarding Adults Partnership Board for agreement as a demonstration of local commitment to its contents and delivery focus.
- 1.3.9 The self-assessment will be reviewed after 6 months and revised on an annual basis as part of our cycle of assurance alongside our preparations for the Local Account

#### **1.4 Publication of Waiting Times**

- 1.4.1 The Department for Health and Social Care have announced plans to publish waiting times for Adult Social Care assessments and services. This will cover the average time people wait from a request or referral for a service to, firstly, an assessment, and, secondly, the service starting. The figures will be broken down into the four main service types: community, residential, nursing and short-term care.

- 1.4.2 The news comes with a succession of Association of Directors of Adult Social Services (ADASS) surveys recording between 400,000 and 500,000 people waiting for an assessment, review, direct payment or care package at any one time since 2021. These have also shown a doubling in the numbers waiting six months for an assessment, from about 41,000 to approximately 85,000, from 2021-23.
- 1.4.3 ADASS have welcomed the plan but warned against using it to compare councils' average waiting times against each other. This is due to the different approaches in how councils manage their waiting lists, and in how they record initial contacts and other events makes comparison or national overview and understanding difficult to achieve.
- 1.4.4 The approach in Sheffield has been to address waits as previously set out in DASS updates and this has informed our approach to performance, quality, listening and engaging as set out below.

## **1.5 Performance Framework, Quality and Cycle of Assurance**

- 1.5.1 Improving Quality and Performance is one of the five domains within the Care Governance Strategy and a critical enabler to drive forward change, which enables us to test how well we are doing in delivering our vision, principle and commitments for Adult Health and Social Care.
- 1.5.2 This, combined with what people and partners tell us about our performance and what it is like to receive services from us, enables us to maximize the use of our resources to achieve the best possible outcomes for all.
- 1.5.3 The Adult Care Performance Framework and Cycle of Assurance were originally approved at Committee on 14th June 2023. Following this a performance dashboard was 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 framework against the strategic outcomes set out in our Strategy Living the Life You Want to Live
- 1.5.4 The revised Performance Management Framework is at Committee in June 2024 as part of our annual review of governance arrangements. To enhance and strengthen our approach to performance management and evidence-based decision making, operational dashboards and metrics have been developed which will test and add an additional level of assurance / meaning to our high-level data. For example: identifying trends in demand and throughput, which will help us to better understand waiting times and resource management.
- 1.5.5 In addition, Adult Care are now reporting measures from within the dashboard to the Councils Performance and Delivery Board. These measures are published in the Council Plan Outcomes Framework Reports and are instrumental to delivery of the Council Plan objective "*People live in caring, engaged communities that value diversity and support their wellbeing*".

## **1.6 Adults Performance Position**

- 1.6.1 The Adult Care Performance highlights the following: -
- 1.6.2 Social Care Accounts Service (SCAS):

New measures for SCAS have been added to ensure people can access the financial support and information they need, alongside ensuring transparency, equity and fairness in social care charging. The new measures are:

- ✓ Median number of days to complete a first Financial Assessment, target of 28 days, May 2024 position is 34 days. A clear plan is in place to meet the target.
- ✓ Number of people with services who have not yet received a Financial Assessment (target 400), May 2024 position is 191.
- ✓ Number of first financial assessments completed (rolling 12 months), To Monitor, to establish target for new model, position in May 2024 is 3148
- ✓ 90-day income collection rate, target of 91%, May 2024 position is 88%. A clear plan is in place to increase collection rate.

### 1.6.3 Individuals and Carers Satisfaction and Engagement

The annual user survey which generates several of our Adult Social Care Outcomes Framework (ASCOF) measures has been completed. The survey was sent to 1861 people receiving adult social care services and gave us around 500 responses for each measure which is a response rate of approximately 26%.

From the survey results, 6 measures were improved and 2 remained at a similar level to last year. This combined with our recent Carer's survey and I-Statement survey results all show a continued improvement and bringing us closer to comparator averages, which is a positive step forward.

### 1.6.4 Adults Performance

The new Target Operating Model has been successful in re-structuring long term social work teams into specialisms where teams can build their knowledge and develop relationships with the other professionals in the person's life. The new ways of working were implemented on time at the end of February 2023 as planned.

In addition, it has evidenced that there is a positive improvement for many of our indicators, including: -

- ✓ The percentage of safeguarding contacts screened within one working day is showing a positive trajectory with an increase to 72 % in May 2024, compared to 51% in March 2024.
- ✓ Number of Carers Support Plans in Place as increased to 165 in May 2024, compared to 133 in March 2024.
- ✓ The percentage of adults receiving long term support who had an annual review is 77% as of May 2024, which is a slight decrease from March 2024 which was 78%, but still above the previous figure of 43% which shows our operating model, and approaches are continuing to have a positive impact.
- ✓ The median number of days to complete the Care Act Assessment, has decreased to 32 days in May 2024, compared to 36 days in March 2024.
- ✓ Improved workforce morale and engagement, based on outcomes of a recent survey.

### 1.6.5 Priority Areas of Focus

In some areas, there has also seen a change in trajectory, including:

- ✓ The median number of days to complete S42 Safeguarding and Other enquiries has increased to 80 days as of May 2024, compared to 71 days in March 2024.
- ✓ The number of DoLs (Deprivation of Liberty) awaiting allocation, both new and renewal, has increased to 1472 in May 2024 compared to 1332 in March 2024 (SCC Data).
- ✓ The median number of days to put support in place (assessment waits) has increased to 11 days in May 2024 compared to 7 days in March 2024.
- ✓ The percentage of acute hospital beds occupied where medically fit for discharge for over 7 days increased to 12.1% in May 2024, compared to 11.8% in March 2024.

### 1.6.6 Improvement Plans

A comprehensive, evidence-based understanding of the different reasons for the changes outlined above has been completed which include:

- Increased demand and the impact of recruitment / retention challenges in the sector.
- Increased acuity of individuals need, presenting at the first access points of Adult Health and Social Care. For example: via A&E, or GP crisis referral.
- The impact on the timeliness of case management on electronic systems (LAS) and the impact on safeguarding.

Robust Improvement actions to address these challenges and across the wider system are in place to increase our resilience and achieve the best outcomes for the people we support. At Committee in June is the Hospital Discharge Update and planned for Committee in September 2024 is the Safeguarding and Dols Update which will provide assurance regards efficacy of the plans.

## 1.7 ***Learning from Complaints***

1.7.1 The statutory complaints procedure is a single stage process designed to resolve matters at the earliest opportunity. Sheffield City Council has introduced an optional 'review stage,' through which a customer who remains dissatisfied may request that a review of the investigation is carried out by a more senior officer. Where a complaint cannot be resolved, and the customer remains dissatisfied, they are informed of their right to raise this with the Local Government & Social Care Ombudsman.

1.7.2 A key characteristic of the statutory complaints process is the involvement of the customer in how their complaint will be resolved and how long this will take to investigate. On receipt, the complaint is assessed against a set of criteria that determines the way it will be investigated. Most complaints are investigated and resolved by the service, but complaints can be investigated by independent investigators where this is judged appropriate. Independent investigators make recommendations to the Council's senior managers.

1.7.3 Complaints that are about both health services and social care services are investigated jointly with relevant NHS organisation/s. A single, coordinated response is made. All complaint responses are approved and signed by the relevant Head of Service or, where appropriate, the Strategic Director of Adult Care and Wellbeing Services.



1.7.4 At the Adult Health and Social Care Committee in January 2024 an overview of complaints, learning and priorities for action. Since the Committee,

- A Complaints Delivery Plan is in place which provides an overview of key actions and our progress to achieve these to evidence our continued focus on learning from complaints and delivery. In going forward, complaints learning, and update will be provided as part of the DASS reports.
- Guidance has been implemented to support and raise awareness of compliments. This is important to present a balanced overview of the feedback we receive and enable our teams to learn from best practice of their colleagues whilst also celebrating the achievements of staff members and teams.
- The [Adult Social Care Annual Complaints Report](#) highlighted a number of ongoing improvements and actions for 2023/24. At June 2024 good progress has been made regards delivery on the actions and will continue to be embedded throughout the year. This includes dedicated leadership in Adult Care relating to complaints overview and learning, reporting on complaints including trends and themes.
- A review of capacity required in social care accounts service and commissioning as areas of higher volumes of complaints to respond to and learn from complaints has been undertaken and the implementation will occur during next 6 months through a series of organisational changes.

1.7.5 The Adult Care and Wellbeing Directorate continues to work hard to resolve complaints at the local resolution stage of the procedure and service managers will often, with the agreement of customers, become personally involved and meet customers to address and resolve any outstanding/continued dissatisfaction without the need for formal investigation.

1.7.6 At June 2024, 46 complaints are open, which is the lowest number of complaints recorded as open in several years and is a demonstration of the impact of focus on listening to customers and resolving concerns at an early stage.

## **2.0 HOW DOES THIS DECISION CONTRIBUTE?**

### **2.1 *Living the Life, You Want to Live – the Adult Social Care Strategy 2022- 2030***

The Strategy drives the implementation of our ambitious plans for social care in Sheffield over the next decade. Through the refreshed Delivery Plan, we will continue to enable and support delivery of the Sheffield City Council Plan 2024-28 'Together We Get Things Done' – [Caring, Engaged Communities](#), the City Goals and Health and Wellbeing Board Strategy.

### **2.2 *CQC Self-Assessment***

2.2.1 The self-assessment for CQC is an honest appraisal of the current position of ASC in Sheffield which aims to reflect the views and experiences of our staff, partners and people who access care and support, their families, carers, and those with lived experience.

2.2.2 The intention is that by having an open and transparent narrative, the feedback and further co-production work this will activate, will enable us to make improvements which mean everyone in Sheffield can access the care and support they need, when

they need it, irrespective of their individual circumstances, ensuring equity of access, experience, and outcomes for all.

## **2.3 Complaints**

- 2.3.1 The voice of people who use our services, their families, carers and those with lived experience, are a vital component to driving forward improvements in Adult Care and Wellbeing, because they are the best placed to tell us about their experience of the care and support, we deliver. By triangulating the outcomes from these core elements, we will be able to assess the impact of our coproduction and engagement activity.
- 2.3.3 The Complaints Delivery Plan follows a format used for other areas such as Safeguarding to give a tool to clearly and transparently show the areas for improvement moving forward and the progress towards completion.
- 2.3.4 The corporate report on Complaints across all Directorates including specific data for Adult Care and Wellbeing has not yet been published.
- 2.3.5 When this is published actions for improvement will be embedded within the Complaints Delivery Plan and the corporate report will be included as an Appendix Item to the Complaints Report in 6 months' time.

## **3. HAS THERE BEEN ANY CONSULTATION?**

### **3.1 CQC Self Assessment**

- 3.1.1 The production of our self-assessment for CQC is the culmination of 12 months' work, developing our narrative, seeking external challenge on our performance including peer challenge and internal audit, embedding a robust performance framework, and ensuring it reflects the feedback and experiences of people who access care and support from our services, alongside our workforce.
- 3.1.2 As a next step has been to distribute the draft document to elected members, our partners and workforce. Alongside this by making this document openly available in the public domain we endeavour to gain further insight and feedback from the citizens of Sheffield.
- 3.1.3 In April 2024, a system wide workshop for partners and stakeholders to explore the self-assessment themes to understand progress and what could be improved. Constructive feedback showed strengths across all 4 themes, including listening to people, innovation, improved delivery, shared approaches, transparency, and clarity of vision.
- 3.1.4 Consultation and collaboration have been an essential component in our approach to developing our self-assessment and strategy delivery plan. This is to ensure it is owned and reflective of everyone's views, whilst enabling a collaborative approach to both continuing to build on our strengths and developments to date and embedding a joined-up approach to response to risks and areas of joint challenge.
- 3.1.5 Going forward, as part of the annual review of our self-assessment, our intention is to firmly embed this within our performance framework and actively seek opportunities to share and develop with the people that access our services, their families, and carers, alongside those with lived experience.

## **3.2 Strategy Delivery Plan**

- 3.2.1 Following on from the CQC Self Assessment workshop in April, a second system wide workshop was held to consider progress against the Strategy Delivery Plan and explore opportunities to strengthen partnership working within this. The session highlighted strengths and opportunities across the themes and priorities, including suggestions of actions and initiatives to take forward.
- 3.2.2 An overall approach to co-production and involvement is also a key element of the delivery plan, ensuring that the voice and valued contribution of citizens is integrated into all our work. This includes partnership boards and other mechanisms for people with lived experience to contribute as equal partners to the delivery of our strategic plan. The new Partnership Board aims to bring these together to amplify the ambitions and achievements and facilitate stronger lines of governance to council and health and wellbeing board priorities.
- 3.2.3 Our commitment to coproduction and collaboration is further reinforced in the Council's corporate plan 2024-2028, which includes a core mission statement of **"Together We Get Things Done"**.

## **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 (EIA 1148) in 2021, this has now been updated to 2024 (EIA 2007) and can be found on the Council website.
- 4.1.2 The self-assessment for CQC adds further detail to our delivery and performance against the strategic outcomes and priorities outlined in our delivery plan. Core to the self-assessments the principle of coproduction and engagement to ensure it provides a transparent and honest account of Adult Social Care, which reflects the views and experiences of the people who use and access our services, their families, carers and those with lived experience,
- 4.1.3 The Equalities Impact Assessment (EIA 2533) specific to Complaints set out lessons learnt in the form of actions in place to hear the views of customers. Further plans are in plans as a Directorate to increase engagement and hear the views of seldom heard communities.
- 4.1.4 Core to this is ensuring we accurately record the protected characteristics and ethnicity of customers so we can ensure services are meeting the needs of our customers. The EIA identifies the need to explore options to improve the processes of equalities information being monitored and therefore the accessibility and diversity of complaints.

### **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](http://sheffield.gov.uk)) and is closely aligned with the budget strategy. The additional detail in this Strategy Delivery plan does not alter this strategy, although does add a layer of detail.

All individual components will be assessed for their financial implications, with future activity needing to be managed within existing resources.

### **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 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. 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.

4.4.2 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

### **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 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 going forward.
- 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.
- 5.3 ***Do not work in partnership / collaboratively*** – It is a statutory requirement to work in partnership with colleagues across the health, care and wellbeing system, as set out in the 2021 White Paper. The Statutory Duty to Involve also requires us to engage and involve people who use services, and unpaid carers in the design and delivery of care and wellbeing. We would not be meeting these requirements if we did not work in meaningful partnership across, they system, and with all stakeholders.
- 5.4 ***Do not share the ACW CQC Self-Assessment with partners and in the public domain*** - To not share the self-assessment and ask for comment would go against the approach and principles we are embedding as business as usual in Adult Care. To have both credibility and relevance, it is vital that this is a report which provides an honest and transparent narrative for adult social care informed by the voices and experiences of staff, partners, commissioned providers, VCSE, and the people who access our services, their families, carers, and those with lived experience.
- 5.5 ***Not creating a Complaints Delivery Plan*** – Using learning from complaints demonstrate that we continue to respond to improve services and shows transparently our progress towards completing actions. To not create and share would be against our Sheffield City Council Values '*People are at the heart of what we do*' and '*Openness and honesty are important to us*'.

## 6. REASONS FOR RECOMMENDATIONS

- 6.1 Asking for regular updates and refreshes of the Strategy Delivery Plan, Our Performance and CQC 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.
- 6.2 Noting the Strategy Delivery Programme at Appendix 1 enables Committee to undertake scrutiny of the service and strategy delivery plan in an informed and meaningful way
- 6.3 Asking for regular updates and refreshes of the CQC self-assessment, including wider assessment preparations and communications will enable Committee to have oversight and assurance that Adult Care know themselves and are able to drive forward service improvements, alongside the assurance that we are well prepared for the CQC assessment process.
- 6.5 Noting the performance and complaints update, enables Committee to undertake scrutiny of Adult Care performance including strengths and areas for prioritisation, including the development of our Performance Management framework / cycle of Assurance, alongside our improvement plans in this area.

This page is intentionally left blank