

Policy Committee Decision Report

Title of Report:	DASS and Adult Care Strategy Development and Performance Update
Date of Decision:	18 September 2024
Report To:	Adult Health and Social Care Policy Committee
Report Of:	Alexis Chappell, Strategic Director of Adult Care and Wellbeing
Report Author:	Rebecca Dixon, Service Manager Care Governance and Improvement

Executive Summary:

This report is the quarterly update to Committee on Adult Care and Wellbeing delivery on our strategy, performance and council plan as well as our preparation for CQC.

These reports provide Committee with updates in relation to the following areas:

- Overview of the final ACW self-assessment for CQC assessment for information and comment.
- Update on ACW preparations for CQC.
- Provide Members with the quarterly update on performance for ACW, including key highlights, mitigations and resolutions.
- Update members on current strategy development in ACW, including engagement and collaboration.

This ensures that:

- Members have consistent and transparent updates on performance and strategy delivery in ACW.
- Our performance, strategy delivery and CQC preparation and self-assessment are visible and in the public domain, as part of our Governance Framework and accountability.



Council Plan outcomes:

[Great neighbourhoods that people are happy to call home](#)

[People live in caring, engaged communities that value diversity and support wellbeing](#)

Policy Committee remit:

This report is to be considered by the Adult Health and Social Care Policy Committee as its remit includes:

- Adult social work, care and support including specialist social work

Does the report contain confidential or exempt information? No

Recommendations:

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

1. Endorses progress in delivering upon the Adult Care Strategy Living the Life You Want to Live and notes realignment of the Adult Care change programme around outcomes in the Strategy.
2. Notes performance update and notes follow up reports will be provided to Committee setting out details of actions to deliver our expected standards.
3. Notes Adult Care Structure set out at Appendix 1.
4. Requests that the Strategic Director of Adult Care and Wellbeing continues to bring an update to Committee on our performance and delivery upon the Strategy.

Financial Implications: [No] [Approved by: Laura Foster 06.09.24]

Legal Implications: [No] Approved by: Patrick Chisholm 29.8.24

Equality and Inclusion Implications: [Yes [Approved by: Ed Sexton 9.9.24]

Climate Change Implications: [Yes/No] [Approved by: Sustainability Officer name]

Background Papers:

Appendices: Appendix 1: Revised Adult Care and Wellbeing Leadership Structure Chart.

1 Background to the issue

- 1.1 This quarterly update to Committee on Adult Care and Wellbeing delivery on our strategy, performance and council plan as well as our preparation for CQC:
- Members have consistent and transparent updates on performance and strategy delivery in ACW.
 - The performance, strategy delivery and CQC preparation and self-assessment in ACW are visible and in the public domain, as part of our Governance Framework and accountability.
- 1.2 The report provides Committee with updates in relation to the following areas:
- Overview of the ACW self-assessment progress for CQC assessment for information and comment.
 - Update on ACW preparations for CQC.
 - Provide Members with the quarterly update on performance for ACW, including key highlights, mitigations and resolutions.
 - Update members on current strategy development in ACW, including engagement and collaboration.

2 Proposal

- 2.1 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.
- 2.2 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.
- 2.3 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.
- 2.4 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.

2.5 Examples of programme delivery against the strategy outcomes for this quarter include: -

- **Safe and Well** – We have Implemented a new Quality Assurance Process for Adults with a disability and refreshed our Joint Health & Care Quality Assurance Framework for residential care. We are continuing to implement a system wide Discharge Model, as updated at Committee in June 2024, alongside winter planning.
- **Aspire and Achieve/ Connected and Engaged** - A cross sector working group has been established to co-design a series of events and workshops for Disability Friendly City. Carers Week in June, codesigned with the Carers Centre and Sheffield Young Carers, saw significant engagement and resources to support carers in our city, build understanding and celebrate the contribution of unpaid carers. We have planned Peer Challenges for Learning Disability and Mental Health services in Autumn which will include engagement and co-production with people who use our services, their families, and those with lived experience, to ensure we continue to develop integrated provision that works people of Sheffield.
- **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. In addition, we are continuing to develop our approach to *waiting well* to ensure people remain safe and independent in their own home for as long as possible.
- **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.

2.6 Partnerships, Strategy Delivery Programme and Adult Care Structure Update

2.6.1 We are continuing to embed our approaches to partnership working and collaboration. The development of the Adult Partnership Board is to strengthen opportunities and build relationships across the wider health and social care system.

- 2.6.2 Further updates regarding the Adult Partnerships Board will be presented to Committee in October 2024, including governance arrangements and the range of partnerships in place which enable delivery on the strategy, operating model and our performance.
- 2.6.3 An update to the of the Adults Directorate and accompanying Strategy Delivery Plan will also be provided to Committee in October 2024. This follows on from approval of the initial Directorate Plan in September 2023. An annual update ensures evidence of progress and a key focus on priorities for the year aligned to delivery on the annual local account.
- 2.6.4 The updated Directorate and accompanying Strategy Delivery Plan will include the updated governance arrangements for delivery, updated Co-production statement accompanying future communications plan, approach to early help and prevention and our partnerships across the City as well as with care providers.
- 2.6.5 The accompanying update in relation to Market Sustainability and Providing Support will also be provided to October 2024 Committee and set out our progress against the milestones to reach the Fair Cost of Care agreed at Committee in March 2024.
- 2.6.6 To provide the capacity for delivery both operationally and strategically, the leadership of Adult Care has been further strengthened through recruitment to a Director of Operations and a Director of Quality, Strategy Delivery and Partnerships. Both posts will have delegated duties from the DASS. The structure is at Appendix 1 and a further update will be provided to October 2024 Committee.

2.7 ADASS Update

Implications for adult social care from summer violent disorder

- 2.7.1 In response to protests in August resulting in violent disorder across the UK, ADASS and the LGA: Partners in Care & Health (PCH) have highlighted the overall pressures on councils and social care providers arising from the disorder, and some specific implications for social care. This has resulted in a dedicated session for Directors of Adult Social Services (DASS) to come together, reflect on the past weeks and share practice and learning. The session will be used to provide learning for DASS in their local action, inform ongoing work to support councils, and summarise DASS asks of partners and central government.
- 2.7.2 At a Sheffield Level, we have developed resources to support staff including the activation of Portfolio wide Equality Champions, alongside our usual business continuity planning to ensure the safety of both our staff and customers.

Interim Findings from the DASH report

- 2.7.3 In July an interim report by Dr Penny Dash, Department of Health and Social Care (DHSC) on the performance of the Care Quality Commission (CQC) raised several areas of improvement:
- CQC's new assessment framework which they have been using to assess Local Authority Adult Social Care Services for the past year and whether it is fit for purpose.
 - Capacity of CQC to undertake its core duties, the inspection of regulated activity and registered providers, due to some significant waiting times to reinspect services impacting on the overall capacity of the health and social care market e.g. if a registered provider receives a rating of inadequate, this will mean they cannot be used, but if they are not reinspected in a timely way to ascertain improvements there is a delay between when they had safe and quality provision available and the ability of commissioners to access it.
 - Experience of key personnel, including changes at senior leadership level.
- 2.7.4 ADASS have written a letter to Dr Dash in response to her interim report, as well as a slightly edited version to the Department of Health and Social Care (DHSC) and the Care Quality Commission (CQC). These letters set out a range of issues that Directors and their staff have raised with CQC, as well as an offer to work collaboratively to support the improvement work required to enable CQC to become a strong, credible, and effective regulator of health and care services that can be trusted.

2.8 CQC Preparation Update

- 2.8.1 Sheffield's CQC assessment can still take place at any time, despite the above, because CQC are continuing to release new notifications, including 5 Local Authorities in early August, after the publication of the interim report.
- 2.8.2 On that basis, we are continuing our assessment preparation and have achieved the following:
- Finalisation of our Local Authority information Return (LAIR), the suite of information, data and reports required by CQC before the assessment visit. This is a result of significant work from the ACW leadership team and Care Governance team.
 - Finalisation of our Self-Assessment, following completion of final consultation and endorsement of key committees and partnership forums in September.
 - Developed resources to support team discussions and preparation for assessment visit interviews

- Developed storyboards and PIDs for all key projects, generated by Assistant Directors.
- Continued Visit assurance preparation including drafting key emails and key documents in advance of the notification, to ensure we have more time to plan our information returns and support staff.

2.8.3 An Adults LGA Peer Review is planned for November 2024 as a further support to ensure preparation for CQC and to importantly enable a continual learning and improvement approach to the delivery of adult social care in Sheffield.

2.9 Performance Framework, Quality and Cycle of Assurance

2.9.1 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.

2.9.2 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.

2.9.3 The revised Performance Management Framework was presented to the Committee in June 2024 as part of our annual review of governance arrangements. The Performance Management Framework contributes and supports the Council's Outcomes and Performance Delivery Framework, approved at Strategy and Resources Committee.

2.9.4 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.

2.9.5 To further strengthen our Governance arrangement and assurance, we are also now developing a complimentary assurance framework and have established monthly director assurance meetings to ensure the robust interpretation, understanding and challenge of our performance data and leadership arrangements. This also supports us to embed CQC assurance as core to our activities.

2.10 Adults Performance Position

2.10.1 The August 2024 Adult Care Performance highlights the following: -

Strengths and achievements

Safeguarding

- % of safeguarding contacts screened within one working day *Further Increase 64%* (Jun 54%, May 45%) Baseline 80% Target 95%
- Median working days to complete S42 Safeguarding and Other enquiries *Further decrease 33* (Jun 35, May 37) Baseline 35 Target 34
- Safeguarding outcomes met 93% and risk reduced 96% remain high

DoLs

- DoLs awaiting allocation – continued reduction
- Number of DoLs awaiting allocation (new and renewal) *Further Decrease 1294* (Jun 1407, May 1462)

The Safeguarding Performance and Delivery Plan update is at Committee in September 2024, which provides a full update.

2.10.2 ***Risks:***

Assessments & Reviews

- Median number of days to complete the Care Act Assessment. *Same 36* (Jun 36, May 31) Baseline 30 Target 28
- % receiving long term support who had an annual review *Further decrease 71%* (Jun 73%, May 76%) Baseline 43% Target 80%
- (*Future Options 65%, LAW 79%*)

Care home admissions (BCF)

- ASCOF 2A (2): Long-term support needs of older adults (65+) met by admission to care homes, per 100,000 (BCF Target) **673** (May 667) Baseline 659 Target 644

Homecare Waits

- Homecare Waiting list (People) *Decreased 54* (Jun 68, May 51) Baseline 71 Target 10

First Contact

- % of people referred to First Contact who did not require long term support *Further Decrease 55%* (Jun 58%, May 65%) Baseline 58% Target 67%

Equipment and Adaptations

- Number of people awaiting an Occupational Therapy Assessment (SCC Plan) *Further Decrease 916* (Jun 978, May 1025) Baseline 2115 Target 250

- 2.10.4 The Equipment and Adaptations performance update is at Committee in September 2024 and provides a comprehensive overview. The Working with People performance report, which includes overview of SCAS, First Contact and Assessment performance is due for reporting in October 2024 along with the Providing Support and Commissioning update, which will provide insight into delivery of care.
- 2.10.5 These reports will provide assurance as to actions to ensure a clear focus on delivering excellent performance and improved wellbeing outcomes for individuals.
- 2.10.6 An update to the Council's Performance and Delivery Board will be provided in November 2024 for assurance as to Adults performance including peer challenge from Council colleagues.

3 How does this decision contribute to the Council Plan?

3.1 Council Plan Outcome

- 3.1.1 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.

- 3.1.2 **CQC Self-Assessment:**

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. A briefing will take place with Members to review the assessment during September and October with a formal sign off in October 2024.

3.2 People – Prosperity – Planet

- 3.2.1 People are at the heart of our practice and approach to ACW in Sheffield. We approach Adult Care and Wellbeing as a partnership, in which engagement, collaboration and coproduction underpins every aspect of our improvement journey. Core to our model is a commitment to genuinely valuing the voice and experience of individuals, their families, carers, and those with lived experience and to developing partnerships across the city. There are many examples of our co-production, engagement, and partnerships throughout this self-assessment, including our [DASS Local Account 2022 - 2023](#), our Learning Disability Strategy, our all-age Autism Strategy and our changing futures programme as well as Adult Multi-Agency Screening Hub.

- 3.2.2 In addition our Strategy is for the period 2022 to 2030 and it builds on citywide commitments in the [Joint Health & Wellbeing Strategy 2019-2024](#) and [Shaping Sheffield 2019-2024](#). This means that it also contributes to delivery of the City Goals and our Council Plan Together We Get Things Done, by facilitating genuine partnership working to ensure our services are accessible and fit for purpose for Sheffield Citizens, irrespective of personal circumstances or location.

4 What community or partner engagement has been undertaken and how has it informed the proposal?

4.1 CQC Self-Assessment:

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

- 4.2 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.

4.3 Strategy Delivery Plan Engagement

- 4.3.1 Following on from the self-assessment and Strategy Delivery 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.
- 4.3.2 Further sessions are being planned with providers and partners which will inform Market Shaping Statements and joint working arrangements with care providers and VCSE.
- 4.3.3 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.

5 What alternative options did we consider?

- 5.1 Alternative Option 1: Do Not Provide an Update on The Strategy Delivery Plan Progress – When the Strategy Delivery Plan was approved by Committee in June 2022 there 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 Alternative Option 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 Alternative Option 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 the system, and with all stakeholders.
- 5.4 Alternative Option 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.

6 How has equality, diversity and inclusion been actively considered?

- 6.1 The strategy was supported by a comprehensive equality impact assessment (EIA 1148) in 2021, this has now been updated to 2024 (EIA 2007).
- 6.2 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.

- 6.3 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.
- 6.4 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.

7 Financial and Commercial Implications

- 7.1 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) 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.
- 7.2 All individual components will be assessed for their financial implications, with future activity needing to be managed within existing resources.

8 Legal Implications

- 8.1 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.
- 8.2 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.
- 8.3 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.

9 Climate and Environmental Implications

9.1 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.

9.2 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

10 Other implications

10.1 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.

11 Reasons for decision

11.1 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.

11.2 Noting the Structure at Appendix 1 enables Committee to understand the leadership arrangements for delivery upon adult social care and the strategy.

11.3 Noting the CQC update, 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

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