

Policy Committee Decision Report

Title of Report:	DASS Report Adult Care Strategy Delivery Programme and Performance Metrics Update
Date of Decision:	30 October 2024
Report To:	Adult Health and Social Care Policy Committee
Report Of:	Alexis Chappell, Strategic Director of Adult Care and Wellbeing
Report Author:	Mubarak Darbar Commissioning Team Programme Lead Commissioning; Robert Niblock Care Governance Officer.

Executive Summary:

This report is the update to Committee on Adult Care Strategy Delivery Programme and Performance.

Sheffield's [Adult Health & Social Care Strategy](#) was approved by the Cooperative Executive on 16th March 2022. This is the quarterly Strategy Delivery Update as part of our performance and Governance framework, last presented to committee on 19 June 2024, this paper:

- Provides a further scheduled update, aligned to our cycle of assurance, setting out our delivery progress and what's been achieved.
- 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.

Council Plan outcomes:

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

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



Policy Committee remit:

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

Does the report contain confidential or exempt information? No

Recommendations:

Adult Health and Social Care Policy Committee is recommended to:

1. Note progress in delivering upon the Adult Care Strategy Living the Life You Want to Live.
2. Note progress with the Adults Partnership Board and collaboration with the Centre for Care Research Department at University of Sheffield and representatives from the Care Sector.
3. Approve the performance milestones set out in Appendix 1.
4. Note the performance update and actions to deliver our expected standards.

Financial Implications: [No] [Approved by: Laura Foster 21/10/24]

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

Equality and Inclusion Implications: [No] [Approved by: Equalities Officer name]

[Initial/Full Equalities Impact Assessment completed with EIA number: 2007]

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

Background Papers:

Adult Health & Social Care Strategy

Appendices:

- Appendix 1 – Performance Metrics Cycle
- Appendix 2 – Equalities Impact Assessment

1. Background to the issue

- 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.
- 1.2 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.
- 1.3 Delivery upon our strategy, Living the Life You Want to Live, has been taken forward through a focus on delivery on wellbeing outcomes through a strategy delivery plan. This in turn enabled development and implementation of a new operating model, approved in November 2022. Updates regards implementation of the model and Strategy delivery plan have been provided quarterly to the Committee.
- 1.4 We have implemented annual measurement of 'I statements' to evidence our impact on people as part of delivery on the strategy. It's planned that the I statement, our performance measures and our quality statements will be used to inform evidence of impact of the strategy and with that be able to evidence ongoing improvements in the outcomes and experiences of people who access Adult Care.

2. Proposal

2.1 Strategy Delivery Updates

- 2.1.1 There has been positive developments over the last 3 months which continue to deliver upon our priorities, further to the governance update provided in September. These include the following developments arranged for discussion at Committee on 30th October 2024: -
 - Tackling multiple disadvantages through our Changing Futures Programme. A successful event took place on 18th October and helped to inform the multiple disadvantage strategy proposed for approval. A launch event and engagement workshops are planned for 2025. This contributes to priority 9 of the adult care strategy.

- Promoting and enabling people living with dementia to live life to their full potential. The Sheffield Dementia Strategy is proposed approval with a launch event planned for November 2024. This contributes to delivery on priority 8 of the adult social care strategy.
- Our activities to value our care sector workforce is planned for endorsement and in particular note is provided to launch of the Sheffield Care Academy Sheffield Cares on 24th October 2024 and the first ever care sector awards. This enables delivery on priority 10 of the Adult Social Care Strategy.
- Our approach towards consolidating our approach to early help and prevention and towards a homefirst approach following on from the occupational therapy and equipment update presented to committee in September 24 and updates previously provided. This enables delivery on priority 5 of the adult social care strategy.
- Continue to develop our approach towards ensuring the quality and sufficiency of the social care provision through embedding our new care & wellbeing service, progressing enhanced care framework and developing our approach to care homes. The market oversight report provides a further update and this enables delivery on priority 3 of the adult social care strategy.

2.1.2 **Safeguarding**

Since the Safeguarding update to Committee in September 2024, the service has continued to embed Making Safeguarding Personal and our Adults Multi-Agency Screening Hub.

An update on the Multi-Agency Screening Hub and Safeguarding Strategic Plan is planned for Committee in December 2024 to provide assurance regards delivery and to seek endorsement of the Safeguarding Board Annual report. This enables delivery on priority 1 of the adult social care strategy.

At Committee on 30th October is a further development in relation to ensuring quality and best value of Appointeeships to support vulnerable adults.

2.1.3 **Personalisation and Citizen Leadership**

As a team, we have been continuing to embed the personalisation strategy and our new approach to Direct Payments across adult care. Personalisation week will take in November and in particular focus on how we enable outcomes focused planning and good

ordinary lives. We will aim to consolidate an approach with social care futures as part of personalisation week, further progressing our ambition to be a centre of excellence in our approach towards personalisation.

As part of this we are also hosting a Yorkshire and Humber wide personal assistant summit to continue to promote collaboration in valuing our personal assistants.

We are also updating our personalisation board, so that the views and experiences of people are central and core to how we embed personalisation across the city. An advert to recruit people with lived experience will commence in October and be another further step in ensuring that the experience of individuals informs all that we do.

2.1.4 Sensory and Hearing Strategy

Through engagement with our workforce, it was identified a need to consider our strategic and operational approach towards supporting people living a sensory and hearing impairment inclusive of our workforce.

To that end a review of the equipment provision, social work provision and strategic approach has been underway. Its planned to bring a draft strategy including an aligned commissioning strategy to Committee in December for approval.

This activity will support our approach to ensuring equity for people living with a sensory and hearing impairment and continue with our approach to being a disability friendly city. An update is planned for December Committee.

2.1.5 Homewards Programme and Exempt Accommodation Review

The Council involvement in the Homewards programme was endorsed by Strategy and Resources Committee in September 2024. Following that a Homewards Governance Group has been established to enable collaboration across the City in delivering upon the programme. The DASS is the SRO for the Council for the programme and is working with The Royal Foundation to support and embed an action plan to deliver and end homelessness in the City.

Along with leading for the Homewards programme a review of exempt accommodation is underway to ensure quality and best value in our approach to exempt accommodation. Further updates will be brought to committee on progress with the Homewards programme and exempt accommodation as they progress over the next year.

2.1.6 **Better Care Fund and s75 Review**

The DASS is the accountable officer for the Better Care Fund and s75 along with Deputy Director Place Sheffield. Regular updates are provided to the Health and Wellbeing Board as part of our cycle of assurance.

As a key next step a review of the Better Care Fund and s75 is underway to align with the joint outcomes framework approved at Committee in December 2022 and local and national priorities. The outcome of the review will be brought to December Policy Committee and Health and Wellbeing Board for approval.

2.2 **Strategy Delivery Performance Management Framework Update**

2.2.1 The Adult Care and Wellbeing Performance Management Framework was endorsed by Committee in June 2024. It sets out how the Directorate contributes to the Council Plan Together We Get Things Done - measures and assures progress towards the delivery of our Vision and Strategy, Living the Life You Want to Live by means of cycle of continuous improvement.

2.2.2 The performance dashboard is reviewed monthly within the Directorate Leadership Team and reported quarterly to Committee. The regular review of these measures allows for early identification of strengths and risks and informs both long term and responsive planning to address issues.

2.2.3 Underpinning and supporting delivery is a culture of learning, accountability 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.

2.2.4 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. The report today focuses on strengthening and consolidating our governance arrangements so that we go into 2025 and beyond with the foundations to flourish and grow.

2.2.5 To that end, the dashboard has been updated to reflect a trajectory over next 3 years and this is attached at Appendix 1 for approval by Committee. This enables Committee, the public and individuals to gain and seek assurances regards our trajectory and associated our plans for improvement.

2.3 Performance Dashboard Update

2.3.1 The performance Dashboard update at September 2024, using the new dashboard located at appendix 1. This highlights areas of strength and improvement as: -

Key Strengths

- We are screening safeguarding contacts promptly and in September the median timescale for initial screening was less than one working day, with 84% screened in one working day
- Similarly our timescale for putting support in place has remained low and is currently at 10 days. This corresponds with a reduction in our homecare waiting list which has reduced from 54 people in July to 24 in September
- Our safeguarding quality and outcomes measures remain high with outcomes met in 94% of Section 42 enquiries and risk removed or reduced within 95%.
- We have continued to improve on our performance in relation to I statements since implementation which is an evidence that our programmes are taking effect.

Risks

- The median number of days to complete the Care Act Assessment has increased from 36 in July to 44 in September.
- The percentage of people receiving long term support who had an annual review has been reducing from 71% in July to 66% in September.
- The Number of people awaiting an Occupational Therapy Assessment has recently decreased, but is currently at 906 people.
- The median days to complete a s42 enquiry is higher than milestones sets at 65 days.
- Individuals Outcomes (I statements) highlight that further work is needed to enable individuals navigate health and care and improve their wellbeing outcomes.

- 2.3.2 The working with people assurance report at committee on 30th October 2024 provides details of performance and improvement plans in relation to assessments, annual reviews, information and advice and wellbeing outcomes to assure of our continued focus on ensuring accessibility and experience of our services.
- 2.3.3 The Occupational Therapy and Technology Enable Care update to Committee on 30th September provided an assurance regards our plans to address occupational therapy waits.
- 2.3.4 In relation to safeguarding, the Multi-Agency Screening Hub and through safeguarding learning forum are reviewing ways to reduce timescales to complete s42 enquiries. The safeguarding update in December will provide assurances as to delivery.

2.3.5 Joint Outcomes Framework

The joint health and care outcomes were approved at Committee in December 2022 and were an approach to enable and support delivery on a shared objectives for the City. A dedicated officer is in place and has been building a picture of our performance and progress in delivering upon the joint outcomes framework.

As a key next step, the joint outcomes framework will be embedded in the refresh of the Better Care Fund and s75 agreements, noted above. As part of the DASS governance arrangements, updates on the joint outcomes framework will be brought to Committee as part of the performance updates to Committee for assurance.

2.4 **Partnerships and Co-Production**

- 2.4.1 The Adults Partnership Board is developing well with a renewed focus on collaborative working and considerations to develop this further with a structure that embeds representation, shared responsibilities and accountability.
- 2.4.2 The September event, hosted by Centre for Care, Sheffield University took the form of a collaborative workshop on Workforce. This will be followed in October by a second workshop on Unpaid Carers, in partnership with Sheffcare, and held at a local residential service.
- 2.4.3 Over the following months Partnership Board members will continue the programme of collaborative workshops exploring key themes that will inform the Adult Care Strategy refresh. During this time we will also work with members to develop a clear Terms of Reference and forward plan, ready for full launch at the end of this financial year, and in line with the updated Strategy Delivery Plan and new Market Position Statement.

2.5 Strategy Delivery Programme

- 2.5.1 Feedback on the CQC Self-Assessment, Strategy Delivery Plan and Target Operating Model from whole system events in April, as well as the achievement of milestones referred to in committee updates, indicates that, at halfway through the life of the strategy, we are now in a good position to refresh the strategy and delivery plan.
- 2.5.2 Contextual factors to consider in the refresh include the Council's Future Sheffield modernisation programme, the Council's commitment to co-production and growing community capacity with citizens following the Involve report, the learning from Changing Futures and the new multiple disadvantage strategy, and the contribution to the Homewards Programme.
- 2.5.3 We also intend to collaborate on the refresh of the strategy through the Adult Care and Wellbeing Partnership Board, the Health and Wellbeing Board and related partnership boards so that it is reflective of, and owned by individuals, carers, partners and stakeholders as well as the Council.
- 2.5.4 With this in mind we are proposing to deliver the refresh in iterative stages to enable this collaboration to take place, to incorporate the Council's ambitions for Future Sheffield, co-production, and multiple disadvantage, and at the same time align the refresh with the launch of the new Market Position Statement and launch of the Adults Partnership Board in time for the start of the new financial year.
- 2.5.6 Committee are asked to approve the following approach to reviewing and refreshing our Strategy and delivery programme:
1. Project Initiation Documents (PID's) have been developed for each thematic and priority subject area with key milestones to achieve in the next 12 to 18 months. We will report on these and the impact we have had at December committee as part of the update on the strategy refresh. Going forward these will be reported to DLT on a quarterly basis using project planning principles on each theme and how they are progressing with the check and challenge.
 2. We will work with the council's co-production community of practice, leads for the multiple disadvantage strategy, and partners through the Adults Partnership Board and Collaborating for Health to ensure that we have a shared understanding and joined up approach in the refreshed strategy.

3. Our outcomes and priorities will continue to be aligned with the ASC performance dashboard and use of resources.
4. There are also plans in place to adapt Adults Care Manual, so it is visible to all staff including frontline colleagues and also on the members' page.
5. As part of Future Sheffield we are also currently working with colleagues across the council to align Project Management approaches and tools, to enable better reporting through a shared project dashboard, and clearer mapping of dependencies, risks, and opportunities. This will help Adults to ensure oversight through the next phase of the strategy and delivery plan.

2.6 CQC Preparation

2.6.1 Despite the significant challenges identified for the Care Quality Commission by the interim DASH report, Local authorities are continuing to receive notification of assessment visits, as reported to Committee in September. This means Sheffield's CQC assessment of Adult Social Care, can still take place at any time. On this basis we are continuing our assessment preparation as planned.

2.6.2 Key highlights of our CQC assessment preparation since the update to Committee in September include:

- Finalisation and streamlining 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, incorporating consultation feedback and lessons learnt from other LAs, LGA toolkit, and peer challenge via the regional ADASS network.
- Undertaken a full 'dress rehearsal' of our inspection preparation plan to identify gaps, key roles and responsibilities, and planning arrangements. This is a timed plan covering all areas of activity we need to undertake from the point of notification of assessment through to the publication of CQCs final assessment report and ratings.
- Further development of resources to support staff and participants prepare for the CQC assessment visit, linked to our monthly cycle of assurance and governance frameworks.

- LGA Peer Review of Adult Care and Wellbeing, scheduled week commencing 9 December 2024.

- 2.6.3 Our commitment to continuous improvement and accountability, means that we actively invite external scrutiny of our activities and performance to ensure we are delivering the best possible outcomes for the citizens of Sheffield.
- 2.6.4 Further to the ADASS peer challenge of Adult Care and Wellbeing in January 2023, we are now preparing for a second full peer review from the LGA in December.
- 2.6.5 This will provide a robust platform to test our preparations for CQC, but equally important will enable us to continue our journey of improvement through openness and validation of how well we know ourselves. The core focus of this assessment will be on customer experiences and outcomes, performance information and data, alongside our approaches to engagement, collaboration and coproduction.

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.

3.1.2 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

3.2 People – Prosperity - Planet

3.2.1 People - People are at the heart of our practice and core to delivery is our partnerships, 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.

3.2.2 Prosperity – the care sector contributes significantly to the economy of Sheffield and in particular the 17,500 strong care sector workforce and care sector businesses. By valuing and promoting the care sector its planned that this can contribute further to the City's Growth Strategy.

3.2.3 Planet – The Care sector supports vulnerable people associated with the impact of climate change and through the planned workshops with the sector,

will enable a joined up approach and contribute to the Councils Climate ambitions.

3.3 City Goals

3.3.1 [delete guidance section and add content here]

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

4.1 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.

4.2 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: To not update the Performance Framework with Milestones. If the performance framework was not updated it would not enable a clear set of measures and a pragmatic trajectory towards delivering outstanding support for people of Sheffield.

5.2 Alternative Option 2: to not provide an update to Committee. If an update is not provided to Committee, Members would not be able to be assured as to delivery in a transparent manner.

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

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

6.1 The Equality, Diversity, Social Justice Delivery Plan was endorsed and further updated by Committee in September 2024.

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 paragraph 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 the Council is delivering on its obligations and commitments and sets out a clear plan for it to continue to do so.

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. This was supported by endorsement of an Adults Climate Statement in January 2024.

9.2 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.

9.3 As part of the strategy refresh and alignment of the market position statements and strategies, our approach to climate will be fully embedded in the refreshed strategy, refreshed delivery plan and market position statements so that climate and our approach to this is core to what we do.

10 Other implications

10.1 There are no other implications

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 Approving the updated performance framework provides members with a framework to enable scrutiny of Adults delivery upon performance milestones and a clear framework to enable prioritisation and focus for improvement.