



Report to Policy Committee

Author/Lead Officer of Report: Jon Brenner;
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Report of: Strategic Director Adult Care & Wellbeing

Report to: Adult Health & Social Care Policy Committee

Date of Decision: 14th June 2023

Subject: Adult Care & Wellbeing Directorate Plan

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? 1148				
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: -				

Purpose of Report:

This paper sets out progress in delivering upon the directorate priorities for 2022 – 2023 and Adult Care Strategy and proposes an approach for developing an updated Adult Care Strategy Delivery Plan and accompanying Directorate priorities for 2023 to 2025.

The paper also proposes that the refreshed plans are informed by a review of Equalities data, Joint Strategic Needs Assessment, Workforce Planning, Equalities Impact Assessment and Climate Impact Assessment.

Recommendations:

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

1. Endorse the proposal and approach to developing a refreshed Strategy Delivery Plan and accompanying Adult Care Directorate Plan for 2023 - 2025 for approval at September 2023 Committee.
2. Endorse that a review of the Joint Strategic Needs Assessment, Workforce Planning, Performance Data, Equalities Impact Assessment and Climate Impact Assessment are undertaken through the summer period and inform a refresh of the Plans.

Background Papers:

[Adult Social Care Strategy, 'Living the life you want to live' ,Sheffield City Council](#)

Lead Officer to complete:-		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: Laura Foster
		Legal: Patrick Chisolm
		Equalities & Consultation: Ed Sexton
		Climate: Jon Brenner
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	SLB member who approved submission:	Alexis Chappell, Strategic Director – Adult Care & Wellbeing
3	Committee Chair consulted:	Cllr Angela Argenzio
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: Jon Brenner	Job Title: <i>Principal Programme Manager</i>
	Date: 25 th May 2023	

1. PROPOSAL

1.1 Sheffield's [Adult Health & Social Care Strategy](#) was approved by the Cooperative Executive on 16th March 2022. The Strategy was developed through significant co-production and formal consultation, involving people receiving services, carers, providers, partners, and workforce across the sector and sets our vision and approach to enable people of Sheffield to live the life they want to live.

1.2 The strategy focuses on five outcomes and makes six commitments as the guiding principles we will follow to deliver upon the outcomes. By focusing on delivery of outcomes and working in this way, our ambition is that:

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

1.4 Adult Care Delivery Upon Our Strategic Outcomes

1.4.1 Our [Adult Health and Social Care Strategy Delivery Plan](#) approved by Committee on 15th June 2022 set out how the Strategy will be delivered and the impact of people, measured by I statements. This was supported through one year strategic and operational priorities to provide foundations for long term change set out the [Council Delivery Plan](#) approved in August 2022.

1.4.2 Over the past year considerable progress has been made in delivering upon the actions in the delivery plan, improving our performance position and working towards achieving a sustainable financial position as was highlighted to Committee in March 2023 through the [Strategy Delivery Plan Update](#) and accompanying [Strategy Delivery Plan \(March 23\)](#) and [Council Delivery Plan \(Adult Care Update\)](#).

1.4.3 The DASS Highlight report at Committee today, provides a further update in relation to our performance and delivery upon our strategic intentions as part of our approach to regularly and transparently reporting on our performance and delivery against decisions made at Committee.

1.4.4 Alongside this a new operating model was implemented in April 2022, following on from approval of our future design of social care in November 2022 and [Future Design Update](#) to Committee in March 2023. This has led to a new model which brings together adult care services centred in a collaborative model across council, commissioned services and partners around people of Sheffield and our communities.

1.4.5 The Adult Care Strategy and new operating model provided the foundations and conditions to deliver upon our partnership strategic ambitions, which includes implementation of the following strategies through our wider city wide and South Yorkshire wide partnership arrangements:

- [Changing Futures Programme](#) through our partnership with Changing Futures programme and Partnership Board.
- [Housing with Care Market Shaping Delivery Programme](#) for people with learning disabilities, who are autistic and people experiencing mental ill health through a South Yorkshire Programme Board.
- [Safeguarding Delivery Plan](#) and Multi-Agency Programme through our Chief Social Work Officer in partnership with the Adult Safeguarding Board.
- [All Age Unpaid Carers Strategy](#) through our partnership with the Carers Partnership Board.
- [All Age Direct Payments and Personalisation Strategy](#) through our partnership with the Direct Payments and Personalisation Board.
- [Co-Production Delivery Plan](#) through our coproduction board and partnerships.
- Information and Advice, [Technology Enabled Care](#) and [Digital Strategies for Adult Care](#) through our technology collaboratives.
- [Adults Early Intervention Delivery Plan](#) through our Adults Early Intervention Board and partnership arrangements.
- [Adults Workforce Strategy and Delivery Plan](#) through our workforce board and partnership arrangements.
- [All Age Emotional and Mental Health Strategy](#) through our Mental Health, Learning Disability and Dementia Board and partnership arrangements.
- [All Age Autism Strategy](#) through the Autism Partnership Board.

1.4.6 Adult Care have also sought to improve our governance through developing a care governance framework and regular review of our performance at Committee, set out in our Cycle of Assurance. It's aimed that these enable clear flow of information, escalation of risks and a consistent focus on driving excellent standards across Adult Care. The refreshed strategy, performance framework and assurance cycle are at Committee today for approval.

1.4.7 As a key next step, it's our intention to communicate the range of developments across Adult Care, including our services and an overview of what they aim to achieve through a dedicated communications strategy over the next year.

1.4.8 It's aimed that this approach further strengthens and embeds our approach to involvement, engagement and widening understanding about Adult Care, including how to access support, and our role in enabling citizens of Sheffield to live the life they want to live.

1.5 Adult Care Strategy Delivery Plan and Directorate Plan Refresh

- 1.5.1 A Commitment made in March 23 was to bring a Strategy Delivery Plan refresh and an accompanying Directorate Plan for approval to inform focus and priorities over next 2 years.
- 1.5.2 To develop the refresh, it's been important to retain our focus on listening, involvement, and engagement so that the refresh is reflective of what individuals, carers, our workforce, Members, Unions, and our partners consider is important, will enable delivery upon our strategic outcomes and should inform our priorities for action over the next two years.
- 1.5.3 Several activities are planned for the summer period to do this which includes a:
- Festival of Involvement and listening exercise which aims to involve citizens of Sheffield in engaging and shaping adult care.
 - Listening and engagement exercise with our frontline practitioners, team managers, service managers, unions, and partners.
 - Engagement sessions with Safeguarding Board and our partnership boards noted above.
 - Dedicated workshops on priorities and opportunities for development with our services, commissioned providers, and key partners, particularly focused on collaborative developments across the sector building upon our strategic developments over last year.
 - Dedicated workshop with Members so that Members policy priorities for Adult Care inform the refresh.
- 1.5.4 Along with this, a further review of the Joint Strategic Needs Assessment, Workforce Planning Data, Equalities Data and Impact Assessment and Climate Impact Assessments will be undertaken so that our refreshed plan is very much informed by equalities and impact that Adult Care can have on tackling inequalities and reducing impact of climate change.
- 1.5.5 A review of our performance information, risk register, budget position and feedback on our I statement will also be undertaken to inform the refresh, particularly in relation where we need to prioritise our resources and undertake targeted improvement activity so that we can deliver excellent Adult Care Services which improve outcomes for people.
- 1.5.6 It's proposed that dedicated session with Members is undertaken to review learning from the feedback, review of workforce, equalities, climate, performance data and risks and use this to agree key priorities for refreshed Strategy Delivery Plan and accompanying Directorate Plan, along with resources to ensure effective delivery of the plan.

1.5.7 It's proposed that the outcome of the activity informs a refreshed Delivery Plan and accompanying Directorate priorities for submission to Committee for approval in September 2023.

2. HOW DOES THIS DECISION CONTRIBUTE?

2.1 Living the life, you want to live – the Adult Social Care Strategy 2022-2030 drives the implementation of our ambitious plans for social care in Sheffield over the next decade.

2.2 The strategy met the obligation in Our Sheffield One Year Plan 2021/22 to 'Produce a long-term strategic direction and plan for Adult Social Care which sets out how we will improve lives, outcomes and experiences and adults in Sheffield'. The Delivery Plan will support this with further detail to provide detail on how these outcomes will be achieved over the next 2 years.

2.3 The Strategy and Delivery Plans also contribute to and support delivery of the delivery upon the Council Delivery Plan, the Strategic Framework for Council, Health and Wellbeing Strategy, our partnership arrangements with Health, Housing and Voluntary and Faith Sectors.

3. HAS THERE BEEN ANY CONSULTATION?

3.1 An overall approach to coproduction and involvement was agreed by the committee in December 2022, and is a key element in the delivery of our directorate plan, ensuring that the voice of citizens is integrated into all major developments ahead. This included signing up to Think Local Act Personal's 'Making It Real' commitments agreed at the same meeting of the Committee.

3.2 In 2023 the Adult Care and Wellbeing Citizen's Involvement Project is exploring ways to involve people in shaping and improving adult social care in Sheffield. It is delivering a Festival of Involvement during June and July which will explore what involvement looks like including themed events and activities.

3.3 The thematic sessions are Safeguarding; Care homes; Local Account; Adult Future Options framework; Technology enabled care (TEC); Adult Future Options accommodation plan; Neighbourhood support for older people in need of social care; and Community Performance Clinic Pilots.

3.4 Following the festival, a co-production working group will meet fortnightly during September and October to develop an involvement model for Adult Social Care in Sheffield. It will identify opportunities to inform, influence, work together and hold the Adult Care and Wellbeing directorate to account. It will increase the range and diversity of participants and it will undertake some practical tasks such as refreshing our co-production charter and creating a toolkit for staff.

3.5 The feedback from the festival of involvement and our wider engagement activities with individuals, carers, our stakeholders, workforce, members, and partners will inform priorities for the refresh of the strategy delivery plan and accompanying directorate plan.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

4.1.1 The planned update is based on a strategic approach, which was supported by a comprehensive equality impact assessment, which can be found on the [Council website](#).

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

4.1.3 Equalities data will inform the refresh of the plan and in particular where we need to dedicate resources to tackle inequalities and ensure that the data informs our decisions and priorities.

4.1.4 An Equalities Impact Assessment will be undertaken through the summer period to inform the Strategy Delivery Plan refresh and accompanying Directorate Plan priorities.

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) and is closely aligned with the budget strategy and specific budget plans for 2023/24 agreed by Strategy & Resources Committee.

4.2.2 The proposed refresh does not alter this strategy or budget, although does add a layer of detail.

4.2.3 All individual components of Adult Social Care activity will be assessed for their financial contribution to this finance strategy and the Council's budget. This will be used to inform both plans and decision making.

4.3 Legal Implications

4.3.1 The core purpose of adult 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](#) set out the high-level strategy to ensure these obligations are met. The refresh aims to set out our next phase of priorities based on feedback so that Adult Care continue to achieve our legal obligations.

4.4 Climate Implications

4.4.1 The Adult Social Care Strategy 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.

4.4.2 Any individual parts of our change and activity will require their own detailed climate impact assessment, which will be completed to inform plans and decision making.

4.4.3 A full Climate impact assessment will be undertaken through the summer period to inform the Strategy Delivery Plan refresh and accompanying Directorate Plan priorities.

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 **No published refreshed strategy delivery plan and accompanying directorate plan** - There is an alternative available to not specifically refresh and then publish a refreshed plan for the delivery on the overall strategy. However, this would result in less accountability and

transparency and reflection of the views and wishes of individuals, carers, stakeholders, and our workforce which is not appropriate.

6. REASONS FOR RECOMMENDATIONS

- 6.1 The proposal enables involvement and engagement to inform our refreshed priorities and allows transparency and scrutiny of plans, and public commitment to the intended work.

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