



## Report to Policy Committee

### Author/Lead Officer of Report:

Alexis Chappell, Strategic Director Adult Care and Wellbeing

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

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

**Date of Decision:** 20<sup>th</sup> September 2023

**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? 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: -				
<i>"The (<b>report/appendix</b>) is not for publication because it contains exempt information under Paragraph (<b>insert relevant paragraph number</b>) of Schedule 12A of the Local Government Act 1972 (as amended)."</i>				

### Purpose of Report:

Sheffield's [Adult Health & Social Care Strategy](#) was approved by the Co-operative Executive on 16<sup>th</sup> 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.

The [Adult Social Care Strategy Delivery Plan](#) was approved by the Adult Health and Social Care Committee on 15 June 2022 and an update regarding Delivery was provided in March 2023 to Committee.

This paper provides a further scheduled update, aligned to our cycle of assurance, setting out our delivery progress and what we have achieved. The paper also 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. This paper also serves as the DASS update to Committee given the update in this report.

**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 areas for prioritisation in 2023 – 2025.
3. Requests that the Strategic Director of Adult Care and Wellbeing continues to bring a six-month update to Committee on our performance and delivery upon the Strategy.

**Background Papers:**

Appendix 1 – Adult Care Performance Dashboard

Appendix 2 – Adult Care Strategy Delivery Plan Update

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 Chisholm
		Equalities & Consultation: Ed Sexton
		Climate: Alexis Chappell
	<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>Councillor 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> Alexis Chappell	<b>Job Title:</b> Strategic Director Adult Care and Wellbeing
	<b>Date: 3<sup>rd</sup> August 2023</b>	

## 1 PROPOSAL

- 1.1 Sheffield's [Adult Health & Social Care Strategy](#) was approved by the Cooperative Executive on 16<sup>th</sup> 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, we want to achieve positive experiences and outcomes through excellent quality social work and social care in the city for citizens of Sheffield.
- 1.3 Delivery upon our strategy has been taken forward through development and delivery of our change programme implemented in June 2021 in response to a self-assessment completed in 2021. This in turn enabled development and implementation of a new operating model, approved in November 2022 and further roll out through our [Adult Health and Social Care Strategy Delivery Plan](#). Updates regards implementation of the model and Strategy delivery plan were provided in March 2023.
- 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 statements, 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.
- 1.5 Alongside the delivery upon the Strategy and the One Year Plan, the subsequent [Council Delivery Plan](#) was approved, and this set out milestones and deliverables to achieve the Council's priorities. Alongside that budget programmes were also implemented to enable delivery of a financially sustainable Council aligned to the Council's Medium Term Financial Strategy.
- 1.6 At the same time, the Council introduced the Committee System and Adult Care saw the introduction of Care Quality Commission Assurance, Integrated Care Systems, Fair Cost of Care, Charging Reforms, Office of Local Government and increasing demand for all of our services and supports. These were all undertaken during the COVID pandemic and ongoing recovery.
- 1.7 It is recognised and noted that the last two years has seen a period of significant change for our workforce and the people of Sheffield. For our workforce, services, and teams to flourish and deliver outstanding services and supports to the people of Sheffield it is important that we celebrate our successes, consolidate, and move forward with refreshed priorities for 2023 – 2025, building on the strong foundations we have developed over the last two years.
- 1.8 Due to this, this paper sets out an update on our performance and the activities that we said we would deliver to achieve our vision and outcomes set out in the Adult Care Strategy and our change programme, and the activities that we said we would deliver as part of the One Year Plan and Council Delivery Plan.
- 1.9 Alongside this, a Strategy Refresh and Directorate Plan 2023 – 2025 to align all activities into one plan and set out our priorities and roles and responsibilities in going forward have been brought as a separate paper to the September Committee.

## **2.0 The Strategy Delivery Plan Update: Impact and Progress Made**

### **2.1 Adult Care Performance and Quality Update**

2.1.1 When developing the Strategy and our accompanying future design, it was acknowledged that we needed to improve the outcomes, experiences that people of Sheffield had of care and that we also needed to improve our performance in relation to delivering accessible, timely and effective services. This was set out in reports to Scrutiny Committee and Co-Operative Executive.

2.1.2 In line with the Performance Framework and Cycle of Assurance approved at Committee on 14<sup>th</sup> June 2023, a performance dashboard has been implemented which aligns National Adult Care Outcomes (ASCOF Measures), our I statements 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 I Statements against the strategic outcomes set out in our Strategy living the life you want to live.

2.1.3 The purpose in undertaking this task is to simplify our performance information into one place and enable us to communicate transparently how we are delivering upon the outcomes in our strategy as well as local and national outcomes. It also enables our performance clinics to review the data to inform continuous improvement actions. The Adult Care Performance Dashboard is attached at Appendix 2.

2.1.4 To embed the measures as part of our performance improvement, each Assistant Director will use the measures as part of their Business Management Improvement Plans and Service Performance Clinics which were outlined in the performance management framework agreed at Committee in June 2023.

2.1.5 The highlights from the Dashboard are that Adult Care has improved in relation to:

- ✓ Our delivery of regulated care – approximately 8 out of 10 Care Homes are rated as good or excellent.
- ✓ Our impact on people in relation to improving safeguarding outcomes and reducing risk.
- ✓ How people feel safe and secure with services and with that feel confident in the workforce supporting.
- ✓ Our support to unpaid carers and the proportion of people who feel that they have more choice and control over their lives.
- ✓ Our performance in relation to reviews and timescale to deliver support.

2.1.6 The areas of priority identified from the dashboard for going into next two years are to continue to build and improve our:

- ✓ Performance and trajectory towards achieving the very best outcomes for people of Sheffield.
- ✓ Delivery upon safeguarding wellbeing outcomes and responsivity.
- ✓ Support to Unpaid Carers, so that unpaid carers feel supported and involved in decisions about care for the people they support.
- ✓ Support to people with a learning disability and adults experiencing mental ill health to live more independently in their own home or with their family and to access paid employment, linked to development of our specialist services.
- ✓ Accessibility of information so that people can tell their story only once and navigate our systems easily.

## 2.2 Adult Care Strategic Delivery Plan Update

- 2.2.1 A programme alignment was undertaken during 2023 to bring together the milestones and activities from the Adult Care Strategy, Council Delivery Plan, Performance Improvements and Change Programme together and aligned to the Strategic Outcomes in our Adult Care Strategy, priorities identified by Members and the associated performance metrics.
- 2.2.2 In doing so, it aimed to simplify and coordinate Adult Care focus and priorities as well as enable clear communication as to outcomes throughout Adult Care, the Council and to partners about our delivery. It also enables our established service performance clinics to review progress against actions identified in the plan.
- 2.2.3 Appendix 1 demonstrates that good progress has been made in relation to delivering upon the activities set out in the Adult Care Strategy and the Council's One year plan and Council Delivery Plan both in terms of performance and achievement of milestones. Key highlights of activities completed over the last two years have been.

<p><b>Safe and Well</b></p> <ul style="list-style-type: none"> <li>✓ Improvements in our Safeguarding Performance and Quality and Continuity of Care</li> <li>✓ Introduction of an Adult Multi-Agency Screening Hub to promote a partnership approach to safeguarding.</li> <li>✓ Establishment of a safeguarding delivery plan and cycle of safeguarding report to Committee</li> <li>✓ Implementation of improvements to how we deliver Deprivation of Liberty.</li> <li>✓ Establishment of Market Shaping Statements and a Quality Board to set standards of Care.</li> <li>✓ Development of a new hospital discharge model.</li> </ul>	<p><b>Active and Independent</b></p> <ul style="list-style-type: none"> <li>✓ Improvements in our performance in relation to hospital discharge, reviews and clearing backlogs.</li> <li>✓ New information and advice hub which is gaining around 50,000 contacts and making it easier to access information.</li> <li>✓ New Direct Payments Strategy and improvement programme which is promoting choice and control</li> <li>✓ New models of independent living and a transformational homecare contract which stabilised and developed our homecare market.</li> <li>✓ New models of supported living and day activities which further promote how we support people with a learning disabilities and experiencing mental ill health.</li> </ul>
<p><b>Connected and Engaged</b></p> <p>We established and implemented a</p> <ul style="list-style-type: none"> <li>✓ Increased referrals to the Carers Centre and a closer working relationship between the Centre and Adult Care.</li> <li>✓ Joined up offer for all Carers through Carers Centre</li> <li>✓ Carers Delivery Plan to improve the lives and outcomes of unpaid Carers</li> <li>✓ A co-production plan and co-design of a festival of involvement and citizens involvement hub which provide foundations for embedding peoples voices across all of Adult Care</li> </ul>	<p><b>Aspire and Achieve</b></p> <p>Establishment and implementation of:</p> <ul style="list-style-type: none"> <li>✓ City Wide, Joint Health and Care Autism Strategy, Emotional and Mental Health Strategy, Learning Disability Strategy, Physical Health Strategy</li> <li>✓ Early Intervention Delivery Plan and community partnerships</li> <li>✓ Changing Futures Programme to tackle inequalities and multiple disadvantage which is delivering positive outcomes.</li> <li>✓ New approach to transitions as a partnership with children services.</li> </ul>

2.2.4 In line with Members Policy Priorities we will continue into our refreshed Strategy and Directorate Plan 2023 – 2025 to enable these to be embedded and flourish. These are:

Strategic Outcomes	Priorities
Safe and Well	Safeguarding Adults Quality and Sustainability of Care Prevention of Admission and Timely Discharge from Hospital
Active and Independent	Wellbeing, Emotional and Mental Health Disability Friendly City Living and Ageing Well
Connected and Engaged Aspire and Achieve	Unpaid Carers Citizen Leadership, Involvement and Personalisation Early Intervention, Prevention and Community Connection
Efficient and Effective	Valued Workforce Effective Governance and Financial Resilience Climate and Net Zero

2.2.5 Continuous improvement will be woven in throughout delivery of change and business as usual to ensure that we continue to build on best practice and learn as we progress.

### **3.0 HOW DOES THIS DECISION CONTRIBUTE**

#### **3.1 Organisational Strategy**

3.1.1 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.

3.1.2 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 update augments this with further detail on how the outcomes were achieved.

#### **3.2 Health & Care System Alignment**

3.2.1 The overall strategy was developed in alignment with the Joint Health & Wellbeing Strategy (2019-2024), developed by Sheffield Health & Wellbeing Board, our Joint Commissioning Intentions with NHS colleagues as well as the South Yorkshire Integrated Care Partnership Strategic Plan.

3.2.2 The update to the Delivery Plan and the accompanying Strategy Delivery Plan refresh 2023 – 2025 continues with this alignment and will be delivered working closely with health partners both on a city and regional basis.

### **4 HAS THERE BEEN ANY CONSULTATION?**

4.1 A crucial element in the successful delivery of the strategy is the increased involvement in people receiving, and staff directly delivering care, in the development of all key part

of the plan. Throughout the sector, we know that involving and coproducing these makes them more likely to be successful.

- 4.2 To enable this, the governance structures include the voices of those receiving care, carers, partners, and care providers so that we ensure we deliver what matters to people of Sheffield. This includes co-developing a mechanism so that people with lived experience are equal partners in the delivery of our strategic plan, which has been taken forward through our festival of involvement undertaken throughout the summer.
- 4.3 An overall approach to coproduction and involvement is also a key element of the delivery plan, ensuring that the voice of citizens is integrated into all major developments ahead. This includes signing up to Think Local Act Personal Making It Real. Our [Involvement Delivery Plan](#) was approved by the Adult Health and Social Care Policy Committee in December 2022 and sets out how we aim to achieve those ambitions,

## **5 RISK ANALYSIS AND IMPLICATIONS OF THE DECISION**

### **5.1 Equality Implications**

- 5.1.1 The strategy was supported by a comprehensive equality impact assessment, which can be found on the Council website [Our Social Care vision and strategy](#) This is being kept under review.
- 5.1.2 The additional detail in this Strategy Delivery Plan does not alter this assessment, although does add a layer of detail.
- 5.1.3 In the Strategy Delivery Plan Refresh 2023 - 2025 presented at Committee in September 2023, which accompanies this report, there is additional focus on ensuring that we have appropriate attention to equality, diversity, and inclusion and a specific equalities statement has been appended to that report. In particular, we will be looking to incorporate recommendations from the recent findings of the [Sheffield Race Equality Commission report](#) and to ensure that our workforce strategy has a diverse workforce at its heart.
- 5.1.4 Many constituent parts of the Strategy Delivery plan will require their own detailed equality impact assessment, which will be completed to inform plans and decision making. Examples of this are the Learning Disability Strategy planned for November 2023 Committee.

### **5.2 Financial and Commercial Implications**

- 5.2.1 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.
- 5.2.2 The additional detail in this Strategy Delivery plan does not alter this strategy, although does add a layer of detail.
- 5.2.3 All individual components 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.

### **5.3 Legal Implications**

5.3.1 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.

5.3.2 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.

5.3.3 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.

### **5.4 Climate Implications**

5.4.1 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 adapting to climate change.

5.4.2 Elements of the Strategy Delivery Plan with a significant climate impact, will continue to be considered and reviewed, developing a detailed climate impact assessment to inform plans and decision making. 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](#)
- The [Climate Impact Assessment for Recommissioning Homecare Services](#)

5.4.3 It is planned to bring a specific Climate Action Plan to Committee as a refreshed priority within our 2023 – 2025 plan. The plan will cover how Climate Impact Assessments are done across the service, what the common themes are, how these can be addressed consistently.



## **5.5 Other Implications**

- 5.5.1 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.

## **6 ALTERNATIVE OPTIONS CONSIDERED**

- 6.1 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 for 2023.

- 6.2 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.

## **7 REASONS FOR RECOMMENDATIONS**

### **7.1 Reasons for Recommendations**

- 7.1.1 An approved delivery plan for the strategy for 2023 gives a structured approach to delivery of the vision, outcomes and commitments set out in the overall strategy. It will also provide greater accountability and transparency of how will do this.

- 7.1.2 Asking for regular updates and refreshes of the plan 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.

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