



Report to Policy Committee

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Report of: *Director Adult Health, and Social Care*

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

Date of Decision: *16th November 2022*

Subject: Adult Health and Social Care, Care Governance Strategy and Quality Matters Framework

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?				
Has appropriate consultation taken place?	Yes	<input 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: -				
<p><i>“The (report/appendix) is not for publication because it contains exempt information gunder Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended).”</i></p>				

Purpose of Report:

The purpose of this report is to provide Committee with an update about progress made in implementing the Adult Health and Social Care Governance framework approved at Committee on 15th June 2022.

The Committee is also asked to endorse a Quality Matters Practice Framework which seeks to assure as to how quality and strength based practice is embedded across all of adult social care services. It is an enabler for our new Target Operating Model and for embedding a culture of continuous improvement and practice development across Adult Social Care.

Recommendations:

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

1. Notes the progress made in relation to implementing the Adult Social Care Governance Framework approved at Committee on 15th June 2022.
2. Approves Annual Cycle of Care Governance Assurance Reporting to Committee.
3. Approves the Adult Social Care Quality Matters Practice Framework.
4. Requests that the Director of Adult Health and Social Care reviews and refreshes the Quality Matters Practice Framework on a 3 yearly cycle for subsequent consideration by the Committee.

Background Papers:

Appendix 1 – Annual Care Governance Assurance

Appendix 2 – Quality Matters Practice Framework

Appendix 3 – Practice Quality Standards

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: Liz Gough
		Legal: Patrick Chisholm
		Equalities & Consultation: Ed Sexton
		Climate: Jessica Rick
<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:	<i>Alexis Chappell</i>
3	Committee Chair consulted:	<i>George Lindars Hammond and 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.	
	Lead Officer Name: Liam Duggan	Job Title: Assistant Director- Governance and Financial Inclusion
Date: 2/11/2022		

1.0 PROPOSAL

- 1.1 Our vision 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.
- 1.2 A Care Governance Strategy was approved by the Adult Health and Social Care Policy Committee on 15th June 2022 to provide assurance and set a standard about the leadership, delivery, and quality of all adult social care services whether delivered by the Council or by independent providers whether commissioned or not across Sheffield so that we can deliver upon this vision.
- 1.3 The purpose of this report is to provide Committee with an update about progress made in implementing the Adult Health and Social Care Governance Strategy, to seek endorsement of an Annual Cycle of Assurance Reporting and to seek endorsement of a Quality Matters Practice Framework.

2.0 CARE GOVERNANCE STRATEGY IMPLEMENTATION UPDATE

- 2.1 A Care Governance Strategy was developed for Adult Social Care to provide an overarching framework for the governance of all aspects of Adult Health and Social Care and as an enabler for implementation of the Adult Social Care Strategy. This was approved at Committee on 15th June 2022.
- 2.2 The purpose of the Care Governance Strategy is to provide transparent assurance and accountability about the leadership, performance, and quality of adult social care and with that set a standard that:
- People who use our services and family members and carers have a voice, are central to the planning and development of adult social care services.
 - Improving wellbeing and population outcomes, quality of life and experiences for individuals, their carers, and families remains central to our priorities and focus.
 - Our supports and services are high performing, compliant with legislation, of excellent quality and are positively received by individuals and families.
 - Our workforce are valued, engaged and feel empowered to continuously develop practice and delivery of social care services.
 - Our resources are used effectively and efficiently across Adult Social Care.
- Our focus on Care Governance contributes to delivery upon Commitment 1 of the Adult Social Care Strategy and as an enabler for our Target Operating Model to be implemented successfully.
- 2.3

2.4 Since approval by Committee on 15th June 2022, good progress has been made in relation to implementing the five domains of the Strategy. It's aimed by implementing these domains, Adult Social Care will establish the foundations for developing a high performing service which delivers improved outcomes and experiences for individuals and ultimately puts people at the heart of what we do.

We will measure success of the Care Governance through the metrics and milestones agreed for Adult Social Care Directorate through the Council Delivery Plan endorsed at Strategy and Resources Committee on 30th August 2022 to ensure a single approach to reporting to Committee. An update against the Adult Social Care Directorate Plan is provided through the DASS report at Committee today.

2.5
2.6 To embed Care Governance as part of what we do and our approach to continuous improvement across both the Scrutiny function of Committee and within the service, an annual cycle of reporting and assurance is proposed to Committee today. The annual cycle of reporting and assurance is set out in Appendix 1 for approval by Committee.

2.7 It's aimed by implementing this annual cycle of assurance reporting to Committee, this will embed continuous and transparent annual cycle of improvement across all teams and services within Adult Social Care and embed scrutiny and oversight of the service on a consistent basis.

2.8 It's aimed that this process establishes the foundations for the delivery of high performing, excellent quality Adult Social Care in Sheffield and supports delivery upon the future design of Adult Social Care reported at Committee today.

3.0 QUALITY MATTERS FRAMEWORK

3.1 The Care Governance Strategy set out an ambition to improve quality and outcomes through assuring the quality of practice and care and improving population, and performance outcomes.

3.2 It also set out that we would create the conditions for ongoing and continuous improvement of adult social care services in the delivery of support to the people of Sheffield, which includes empowering experts by experience and our workforce.

3.3 As part of this approach to embedding Quality Improvement and implementing the Care Governance Strategy, a Quality Matters Practice Framework has been developed so that:

- **The people who use services, their families and carers** know what high-quality care looks like and what they have the right to expect.
- **Staff working within the adult social care services** understand what high-quality care looks like and how they can contribute to delivering it.

3.4 Quality improvement is way in which we engage and gain ongoing feedback from individuals, carers, our workforce, our communities, and our partners about the quality of our supports and how we are delivering citizen-focused, personalised care and support which feels right and good from the point of view of people themselves and our communities.

3.5 It's also about embedding a positive learning culture so that we learn from and act on the feedback, continually using this to improve how we work and what we do. To that end, focusing on the delivery of excellent quality support is the responsibility of all who work in social care and underpins the Target Operating Model proposed for Adult Social Care.

3.6 The framework sets out:

- Principles for embedding Quality Improvement across Adult Social Care
- Standards which enable a benchmark for quality improvement and development.
- An annual plan for gaining feedback from citizens, carers, our workforce, and our partners
- An annual cycle of business improvement planning aligned to the standards and requirements with a golden thread from Council Delivery Plan to our Strategy and to delivery at team managers and service managers.
- A consistent approach towards learning, practice development, feedback, engagement from practitioner to Members.

3.7 The Quality Matters Framework is attached at Appendix 2 for approval and is underpinned by Practice Quality Standards which have been developed and co-produced with experts by experience and our strategic partner agencies, as well as practitioners and team managers.

3.8 The Practice Quality Standards set the benchmark for what we consider to be good practice in the delivery of Adult Social Care. The Practice Quality Standards are aligned with the Outcomes set out in the Adult Social Care Vision and Strategy and will provide practitioners across all portfolios with a tangible way of achieving those outcomes. The Practice Quality Standards are also attached at Appendix 3 for Committee information and are supported by a practitioner led introductory video <https://youtu.be/oyt9gogIHvA>

3.9 A programme of disseminating and embedding the Quality Matters Practice Framework and Practice Quality Standards and associated Practice Guidance will be undertaken from December 2022 to April 2023, subject to approval of the Framework by Committee today.

3.10 This timescale is planned to align with the introduction of the new Target Operating Model noted at Committee today, so that from April 23 Adult Social Care design, way of working and practice are all focused and centred around placing people at the heart of all we do.

4.0 HOW DOES THIS DECISION CONTRIBUTE?

4.1 Good governance, the Care Governance Strategy, and the Quality Improvement Framework are key to the delivery of the Council's statutory responsibilities for Adult Social Care including the following outcomes for the people of Sheffield:

- promotion of wellbeing
- protection of (safeguarding) adults at risk of abuse or neglect
- preventing the need for care and support
- promoting integration of care and support with health services
- providing information and advice
- promoting diversity and quality in providing services

4.2 These governance arrangements will support a culture of accountability, learning and continuous improvement which will enable the Council to deliver upon its vision and strategy for Adult Social Care, deliver better outcomes and an improved experience for people and a more sustainable adults social care service for the future.

4.3 One of the commitments under the strategy is to "Make sure support is led by 'what matters to you', with helpful information and easier to understand steps." The improved governance arrangements aim to promote and ensure quality of support and practice which matters to individuals.

5.0. HAS THERE BEEN ANY CONSULTATION?

5.1 The Care Governance Strategy and Quality Matters Framework describes a foundation for the governance of Adult Health and Social Care and aligns with the feedback received during our development of the Adult Social Care Strategy Commitment 4 that we will invest in a system-wide approach that means everyone receives the same standard and continuity of preventative person-centred care. Due to this the Strategy update has not been formally consulted on.

5.2 One of the domains in the Care Governance strategy update is Listening and Engagement. This describes the Council's commitment for the voice of people and/ or their carers to be at the heart of the governance of adult health and social care.

5.3 There is lots of work currently underway to strengthen the direct involvement of people in the decision making and co-production of adult social care services and functions. The intention is that this will be formalised in a co-produced and co-designed dedicated document which will set out the different ways that people are able to engage with the Council from complaints and surveys to board membership and performance challenge sessions.

5.4 The quality matters framework includes citizen engagement. This section describes the role that people will have specifically around driving the quality and performance of adult social care services.

6.0. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

6.1 Equality of Opportunity Implications

6.1.1 A key function of the Care Governance Strategy is to ensure equality of opportunity for all because it is designed to give assurance about the delivery of the Council's statutory responsibilities for adult health and social care.

6.1.2 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.

6.2 Financial and Commercial Implications

6.2.1 A key function of the Care Governance Strategy update is to support the delivery of a financially sustainable Adult Health and Social Care Service. because it is designed to give assurance about the delivery of the Council's statutory responsibilities for adult health and social care.

6.2.2 These duties include ensuring a sustainable care market and the ability to meet eligible care needs. The ongoing resourcing of Adult Health and Social Care is a key challenge for Sheffield City Council and Local Authorities nationally.

6.3 Legal Implications

6.3.1 The main responsibilities of Adult Health and Social Care are set out in the following main pieces of legislation: the Care Act 2014, the Mental Capacity Act 2005, the Human Rights Act 1998, the Health and Care Act 2022, and Domestic Violence Act 2021.

This legislation directs Adult Health and Social Care to:

- promote wellbeing
- protect (safeguarding) adults at risk of abuse or neglect
- prevent the need for care and support
- promote integration of care and support with health services
- provide information and advice
- promote diversity and quality in providing services

6.3.2 As previously described the key function of the Governance strategy and supporting framework are to set out how the Council will ensure that Adult Social Care is statutorily compliant.

6.4 Climate implications

- 6.4.1 The framework will ensure that climate impacts are considered in decision making as this is a part of the Effective and Efficient Outcome in the Adult Health and Social care vision and strategy.
- 6.4.2 The framework will therefore be tasked with measuring the achievement of the service in the delivery of this ambition and identifying actions as and when performance falls short.

7.0 ALTERNATIVE OPTIONS CONSIDERED

Alternative options have been considered and the options are:

- 7.1 Option 1 - Option 'to do nothing' and have no governance or quality matters framework. However, this would not enable delivery upon the Commitment 6 of our Adult Social Care Strategy.
- 7.2 Option 2 – Delay request for approval and implementation of the framework to enable further learning, benchmarking, and engagement. It is planned that benchmarking, learning and engagement will take place on the frameworks on an ongoing and dynamic basis to ensure it delivers what matters to people of Sheffield and is responsive to changing circumstances.

8.0 REASONS FOR RECOMMENDATIONS

- 8.1 The Adult Social Care, Care Governance Strategy, Quality Matters Practice Framework and Practice Quality Standards set out a framework focused around the quality of our supports and how we are delivering citizen-focused, personalised care and support which feels right and good from the point of view of people themselves and our communities.
- 8.2 It's aimed that this approach will promote a positive learning culture and an annual cycle of assurance and continuous improvement, which can then provide assurance to Committee regards our focus on delivery of excellent quality care and support.

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