

Sheffield's Adult Social Care Strategy Strategy Delivery Plan – Update & Review – March 2023



The delivery plan supports [‘Living the life you want to live’, the Adult Social Care Strategy 2022 to 2030](#).

The strategy and the high-level plan within it are a starting point. They set our vision, values, and direction, but we need to work with our communities to figure out what comes next together.

The strategy will be accompanied by annual delivery plans that set out the detail we’ll need. The strategy is a long-term vision, and we know how quickly situations change and priorities shift. This review looks at what progress we’ve made in 2022/23 and adds 5 new actions into the delivery plan, reflecting decisions the Adult Health & Social Care Policy Committee has made during the year. Our delivery plan is a living documents, and therefore will periodically be updated to reflect progress and new ambitions.

We’ll make sure our citizens can be more involved in helping set these plans and priorities through our governance structure. Our delivery plans will be published and shared. We will set up ways for people to hear our progress and challenge us where things aren’t working.

The impact against the strategies’ outcomes will be measured in several ways

- Feedback from people receiving care and their carers, through ‘I statement surveys’ and involvement. Similar methods of feedback from our workforce.
- Our progress on national indicators in the Adult Social Care Outcome Framework (ASCOF)
- Measures in the Council’s performance framework and delivery plan
- Compliance feedback from Care Quality Commission (CQC) inspection, peer reviews and self-assessment
- Financially sustainable budgets set through the Council’s financial processes.

Page 13

**‘Living the life you want to live’ is a call to everyone who experiences, or may experience, adult social care in Sheffield.
We owe it to ourselves, our families, and future generations to deliver the vision set out in this document. Please work with us to make it a reality.**

New actions for 2023/24 (taken from Policy Committee decisions during 2022/23)

- Support the Council’s review of accommodation to identify opportunities to co-locate with health, care and voluntary sector partners across the city (April ’23 to March ’28)
- Implement the Adult Social Care digital strategy and delivery plan, using technology to make it easier to access services, receive information, and prevent and reduce need for crisis support (April ’23 to March ’27)
- Develop our climate impact delivery plan (April ’23 to March ’26)
- Develop an approach that ensures that we understand the impact of changes and service delivery on diverse groups and that supports equality of experience in relation to race equality, diversity and inclusion for our programme of change (April ’23 to Mar ’24)
- Implement the Joint Health and Care Plan for carers and refresh on a biannual basis in partnership with unpaid carers (April ’23 to March ’30)

COMMITMENT ONE

Support people to live a fulfilling life at home, connected to the community and resources around them, and provide care and support where needed.

What would make a difference?	How will we know we've made a difference?	What Did We Say We Would Deliver?	Timeframe for delivery	Comments and Evidence	Delivery Progress RAG
We will provide a partnership of care and support, designed, and delivered with communities.	<ul style="list-style-type: none"> ■ I know what services and opportunities are available in my area. ■ I am confident to engage with friends/support services. ■ I have a conversation or can communicate with someone who understands me. ■ I know where to go and get help. 	Co-design and build a new Information, Advice, and Guidance Offer that includes plain language and is easy for people to find information that they need.	April 2022 to March 2024	New technology and resource to support development of the offer is in place. A plan for migrating existing content and then updating the content is being developed.	
		Recommission the Sheffield Mental Health Guide, with more information to be available for children and young people.	April 2022 to March 2023	The contract to refresh the Sheffield Mental Health Guide started 1 st February 2023 and the extended guide which includes children's service will be launched in September 2023.	
		Design a new multi-agency safeguarding model and safeguarding improvement plan which protects people who are at risk of harm and supports a shift towards prevention of harm.	April 2022 to March 2023	The safeguarding improvement plan is complete. A new Multi Agency Safeguarding Hub is being introduced from March 2023.	
We will develop an accessible team model where social work staff can really work in partnership with, and get to know, their community.		Design and implement a new Operating Model for Adult Social Care, focussed on delivering the outcomes of the strategy with partners across the city, and establishing an integrated place-based model of working.	April 2022 to March 2025	The Operating Model has been designed and the new structure has been implemented. The focus for 2023 is on improving the model and establishing integrated working.	
		Design and implement the Changing Futures Programme to improve our approach to supporting people with multiple disadvantage and reducing inequalities.	April 2022 to March 2025	81 adults are involved in a pilot to improve personal outcomes. Rough sleeping has reduced as a result and engagement with services has increased. Experts by experience are co-producing new ways of working for a broader range of disadvantaged people. More information can be found here	

COMMITMENT TWO

Provide temporary assistance to help people regain some stability and control in their life following ill health or crisis.

What would make a difference?	How will we know we've made a difference?	What are we delivering now?	Timeframe for delivery	Comments	Delivery Progress RAG
We will deliver a strong, reactive offer of services that provide flexible and intensive crisis support.	<ul style="list-style-type: none"> I know that I have control over my life, which includes planning ahead. When I need support, it looks at my whole situation, not just the one that might be an issue at the time. 	Develop improved models of care for people who need help to gain some stability following a crisis.	April 2022 to March 2024	Improvements have been made to First Contact and pathways from Hospital Discharge to our Somewhere to Assess provision, including tests of change in relation to a multi-agency screening hub.	
		Implement a Council delivered enablement and wellbeing offer to help people gain some stability in their lives more quickly following a crisis and be better connected with community-based services.	April 2022 to March 2024	A Council delivered enablement offer is in place and is now realigned to primary care networks. Next steps is to further develop the model in 2023 - 2024	A
Page 115		Establish an integrated model of working which prevents admission to hospital and enables people to return home from hospital when they are well.	April 2022 to March 2024	A high-level model of the current pathway has been developed. The focus for the next year will be to develop and implement a model that improves outcomes for people when they leave hospital	
We will shift our resources and focus to develop and deliver more proactive, preventative approaches.	<ul style="list-style-type: none"> When I need support, it looks at my whole situation, not just the one that might be an issue at the time. We start with a positive conversation, whatever my age. 	Co-design and implement a locality-based preventative community integrated model of working to help people avoid crisis and remain in control of their lives, which includes Team Around the Person, closer working with primary care and a new front door approach to adult social care.	April 2022 to March 2023	A study of data and interventions in relation to falls has been started and is being used to help to develop a model and suite of interventions for people at risk of crisis.	
		Co-design and implement a new approach and model to improve our transitions offer and experiences for young people who will need ongoing support as an adult and their families.	April 2022 to March 2023	The Transitions team has linked with the Preparation for Adulthood Team (PAT) in Children's services. A transitions pathway for young adults with disabilities transferring into adult social care is in place. The PAT has also been working with young people to develop strengths-based approaches that have a focus on developing independence and autonomy between the ages of 14 and 18.	

		Recommission mental health provision for people who need support to maintain their independence in the community.	April 2022 to March 2023	The new mental health framework arrangements started 1 st November 2022. A second tender process in February aims to recruit additional providers to increase capacity so that more people can be supported.	

COMMITMENT THREE

Provide care and support with accommodation where this is needed in a safe and supportive environment that can be called home.

What would make a difference?	How will we know we've made a difference?	What are we delivering now?	Timeframe for delivery	Comments	Delivery Progress RAG
<p>We will develop vibrant options for care that offer more choice, that help the person to retain or regain control of their life and build on the strengths of the person and their networks.</p>	<ul style="list-style-type: none"> ■ I understand the types of services available and can make informed decisions. ■ I can make a positive choice about whether I move into a care home and have control over where and with whom I live. 	<p>Develop more diverse models of care for people who need longer term, ongoing care as part of development of joint commissioning plans.</p>	<p>April 2022 to March 2024</p>	<p>The Buchanan Green Extra care scheme is now fully occupied and the Transforming Care Homes for Citizens of Sheffield review is likely to identify future Models of Care.</p>	<p style="background-color: #90EE90;"></p>
		<p>Review and recommission our residential care services to enable a move towards community connected residential care.</p>	<p>April 2022 to March 2023</p>	<p>The Transforming Care Homes for Citizens of Sheffield report and high level plan was approved by AHSC Policy Committee February 2023.</p>	<p style="background-color: #90EE90;"></p>
		<p>Work in partnership with Housing and Health to develop a delivery plan which sets out the type of accommodation with care we will develop over next 10 years to promote and enable independent living.</p>	<p>April 2022 to March 2025</p>	<p>A Housing with Support Market Position Statement for people with a learning disability and/ or autism was approved by the AHSC policy Committee in 2022</p>	<p style="background-color: #90EE90;"></p>
		<p>Co-design models which promote long-term recovery as part of development of a new partnership model to support people experiencing mental ill health.</p>	<p>April 2022 to March 2023</p>	<p>The new mental health framework arrangements started 1st November 2022. A second tender process in February aims to recruit additional providers to increase capacity so that more people can be supported.</p>	<p style="background-color: #90EE90;"></p>
		<p>Implement a new extra care living scheme at Buchanan Green.</p>	<p>April 2022 to April 2023</p>	<p>Buchanan Green is open and currently 100 % full (8 people)</p>	<p style="background-color: #90EE90;"></p>
		<p>Review our Supported Living and Extra Care Offer aligned to development of joint commissioning plans.</p>	<p>April 2022 to March 2023</p>	<p>The Supported Living Framework is being re-procured with a greater emphasis on improving outcomes and aspirations for people with learning disabilities. The new contracts will go live in May 2023. The older People's Independent Living strategy is being developed with housing colleagues</p>	<p style="background-color: #FFD700;"></p>

COMMITMENT THREE (continued)

Provide care and support with accommodation where this is needed in a safe and supportive environment that can be called home.

What would make a difference?	How will we know we've made a difference?	What are we delivering now?	Timeframe for delivery	Comments	Delivery Progress RAG
<p>We will transform care at home in Sheffield, focussing on improving experience and outcomes.</p>	<ul style="list-style-type: none"> ■ I understand the types of services available and can make informed decisions. ■ I deal with people I know and trust that are well-trained and love their job and can make decisions with me. 	<p>Start a test for change for a new outcome focussed, Home Care Service Model in Netherthorpe, Upperthorpe and Walkley.</p>	<p>April 2022 to March 2024</p>	<p>This has started with a focus on strengths and outcomes-based delivery.</p>	<p>A</p>
		<p>Develop and implement a new transformational contract for the delivery of care and wellbeing services focussing on individual outcomes, person centred care and community wellbeing services that maximise independence and improve our workforce offer.</p>	<p>April 2022 to March 2025</p>	<p>ASC Committee approved the vision and approach In June 2022. The new framework will go live in September 2023.</p>	
		<p>Develop a refreshed approach to recruitment, retention, career pathways and workforce development of all care staff in the city.</p>	<p>April 2022 to March 2024</p>	<p>A recruitment campaign including a new recruitment Sheffield Cares website is now live. Career pathways and progression routes for the SCC social care workforce have been implemented. The workforce strategy will provide further information</p>	
		<p>Develop and implement a trusted reviewer model to enable more flexible approaches to the delivery of care across the city.</p>	<p>April 2022 to March 2025</p>	<p>Some testing of an approach is taking place with Care Homes.</p>	
		<p>Further develop our approach to technology enabled care and digital solutions to support improved experiences and independent living.</p>	<p>April 2022 to March 2024</p>	<p>The Adult Health and Social Care Digital Strategy and delivery plan was approved by Committee in February 2023 (insert link)</p>	
		<p>Design and implement changes relating to the Social Care Charging Reforms.</p>	<p>April 2022 to March 2024</p>	<p>An impact assessment and delivery plan was completed however, this is no longer a Government priority and so this will not be taken forward at this time.</p>	

COMMITMENT FOUR A

Make sure support is led by ‘what matters to you’, with helpful information and easier to understand steps.

What would make a difference?	How will we know we've made a difference?	What are we delivering now?	Timeframe for delivery	Comments	Delivery Progress RAG
We will overhaul how we share information so that it meets the needs of everyone in Sheffield, with plain language and simplified access steps.	<ul style="list-style-type: none"> I understand the types of services available and can make informed decisions. I know where to go and get help. 	Co-design and build the new Information, Advice, and Guidance Offer.	April 2022 to March 2023	New technology and resource to support development of the offer is in place. A plan for migrating existing content and then updating the content is being developed	
We will invest in a system-wide approach that means everyone receives the same standard and continuity of preventative person-centred care.	<ul style="list-style-type: none"> I know that I have some control over my life and that I will be treated with respect. I am listened to and heard and treated like I am an individual. I am seen as someone who has something to give, with abilities, not disabilities. I get support to help myself. I feel that I have a purpose. I can have fun, be active, and be healthy. 	Develop a market position statement so that providers have the information they need to develop new business models.	April 2022 to March 2023	The Market Shaping Statement , Sustainability Plan , a Mental Health Market Shaping Statement and a Housing with Support Market Position Statement for people with a learning disability and/ or autism have all been approved by the AHSC policy and will underpin our long term care commissioned arrangements for the next few years	
		Co-develop a joint plan for supporting people with autism and create an Autism Inclusive City in partnership with the Autism Partnership Board.	April 2022 to March 2023	This plan is being developed by the Autism Partnership Board and will be taken to the Strategy and Resources Committee in April 2023	A
		Develop a city-wide mental health strategy with partners and the Mental Health Collaborative.	April 2022 to March 2024	The All Age Mental Health and Emotional Wellbeing Strategy was approved by the AHSC policy committee on 8 February 2023	
		Co-develop a joint plan for supporting people with a learning disability in partnership with the Learning Disability Partnership Board.	April 2022 to March 2024	An update will be taken to the AHSC Policy Committee in March 2023	
		Co-develop and launch the adult social care Practice Standards.	April 2022 to March 2023	The Quality Matters Practice Framework was approved by the AHSC Policy Committee in November 2022. Embedding activity is being led by the new created Chief Social Work Officer postholder	
		Co-develop the adult social care Quality Standards for Commissioned Providers.	April 2022 to March 2023	The Care Quality Framework was approved by the AHSC Policy Committee in February 2023	

		Implement an adult social care Care Governance Strategy and Performance Improvement Framework.	April 2022 to March 2024	The Care Governance Framework was approved by the AHSC Policy Committee in June 2022. Dashboards and Performance clinics take place to provide data and support and challenge around improvement	
		Implement a Care Governance Board to enable dedicated scrutiny and improvement in relation to our quality of care.	April 2022 to March 2023	This is in place. The Board owns the Care Governance Strategy, drives the associated improvements and reviews the strategy and the domains beneath it.	
		Develop a Sheffield Joint Health And Social Care Wellbeing Outcomes Framework.	April 2022 to March 2023	Care, health and housing colleagues have developed approaches to improve outcomes and tackle inequalities , co-develop a city wide outcomes framework and delivery plan so that we can jointly measure the impact of what we are doing and deliver joined up supports so that people only need to tell their story once.	

COMMITMENT FOUR B

Make sure support is led by 'what matters to you', with helpful information and easier to understand steps.

What would make a difference?	How will we know we've made a difference?	What are we delivering now?	Timeframe for delivery	Comments	Delivery Progress RAG
We will make sure everyone can be involved as an equal partner in designing the support and services they receive across the whole system.	<ul style="list-style-type: none"> ■ I am listened to and heard and treated like I am an individual. ■ I am seen as someone who has something to give, with abilities, not disabilities. I get support to help myself. 	Design and implement a new adult social care Practice Learning and Development Framework, aligned to best practice standards, quality standards and performance framework.	April 2022 to March 2025	The Framework for 2022/23 has been developed following consultation with workforce. The Framework will be reviewed and updated in 2023	
		Increase workforce training about the benefits of, and access to direct payments, so that people can have more control over their care provision.	April 2022 to March 2025	64 people have attended Direct Payment induction sessions so far and these continue to run each month. A range of other sessions are planned for the next 2 years	

COMMITMENT FIVE

Recognise and value unpaid carers and the social care workforce and the contribution they make to our city.

What would make a difference?	How will we know we've made a difference?	What are we delivering now?	Timeframe for delivery	Comments	Delivery Progress RAG
We will develop and deliver a Sheffield Workforce Strategy for the whole system, focussing on equality, diversity, and inclusion.	<ul style="list-style-type: none"> I deal with people I know and trust that are well-trained and love their job and can make decisions with me. 	Co-develop a Sheffield Workforce Strategy which empowers and values our adult social care workforce, is representative of our diverse communities and sets out how we will improve recruitment, retention and implement the Foundation Living Wage for all social care workers in the city.	April 2022 to March 2023	The Workforce Strategy is due to taken to the AHSC Policy Committee in March 2023. The Recruitment Campaign and cross sector recruitment website has been launched	
		Implement an adult social care Workforce Engagement Board to drive collaboration, quality and improvement across social care.	April 2022 to March 2024	The Workforce Board was established in July 2022. The board is co-chaired by the workforce lead from South Yorkshire Integrated Care Board and Locality Manager from Skills for Care.	
		Transfer carer responsibilities from Sheffield Health and Social Care Trust to the Carers Centre.	April 2022 to March 2023	This is due to happen on 3 April 2023. The Mental Health Update Sept 22 shows how this fits in the context of wider change.	
We will embed a clear support offer and structure for all carers.	<ul style="list-style-type: none"> I am resilient and have good mental health and wellbeing. I have balance in my life, for example between being a parent, friend, partner, employee, student. 	Develop a Joint Health and Care Plan for supporting unpaid carers in the city in partnership with the Carers Partnership Board.	April 2022 to March 2024	The Carers Delivery Plan was approved by AHSC Committee (12/2022). The Carers Strategy Implementation Group is in place and this group will help develop and oversee the Carers Delivery Plan	
		Monitor and continuously improve the carer support service that started in January 2022 in partnership with Carers Centre and unpaid carers.	April 2022 to March 2026	Sheffield City Council monitors the contract with the carers centre on a monthly basis where opportunities for continuous improvement are identified and progressed	
		Promote carer's assessments by improving our whole family approach to assessing and supporting carers including referring more carers from adult social care to the Sheffield Carers Centre.	April 2022 to March 2026	In April 2022 the Carers Operational Group was started. The group oversees and improves the number of carers referred from ASC to the Carers Centre . The impact of this is an over 40% increase in referrals to the carers centre when comparing 2021 to 2022.	

		Identify more young carers when assessing adults with care and support needs and implement a new process and guidance.	April 2022 to March 2026	The process and guidance has been launched on how to add young carers to our register. Further work needs doing to increase the number of young carers identified.	

COMMITMENT SIX

Make sure there is a good choice of affordable care and support available, with a focus on people's experiences and improving quality.

What would make a difference?	How will we know we've made a difference?	What are we delivering now?	Timeframe for delivery	Comments	Delivery Progress RAG
We will ensure people can move between care and support more easily, including health, social care, providers and the voluntary, community, and social enterprise sector.	<ul style="list-style-type: none"> I only tell my story once. The system is easy to navigate. 	Develop practice standards that include best practice for reviews and focus on building on the individual's strengths and assets.	April 2022 to March 2023	Guidance has been shared and in and we are now on an improving trajectory towards a target of 75% of people in receipt of long term support for more than 12 months have had a review in 12 months by June 2023.	
We will embed open and transparent decision making alongside plans and priorities for adult social care, designed and developed with the people of Sheffield.	<ul style="list-style-type: none"> I am listened to and heard. 	Develop a co-production and engagement approach and strategy for adult social care.	April 2022 to March 2024	The Co-production and Engagement update was approved by the AHSC Policy Committee in December 2022.	
		Set up an adult social care Strategic Board and link to other boards to co-develop priorities with partners.	April 2022 to March 2023	This has been in place since February 2022 and meets every 3 months	
		Expand ongoing engagement and co-production mechanisms with existing and new networks. Ensure our involvement work is regularly reviewed through our governance structures.	April 2022 to March 2024	AHSC Policy Committee approved the Co-production and Engagement Strategic Delivery Plan in December 2022.	
		Continue close working between adult social care services and the new Integrated Care Board health structures to ensure continuation of positive relationships and shared services.	April 2022 to March 2023	We have worked in a joined-up way with health, voluntary sector, and housing colleagues to improve outcomes and tackle inequalities , co-develop a city wide outcomes framework and delivery plan and use the Better Care Fund (Doc 29) , Better Care Fund Plan 2022 - 2023	
		Refresh the Adult Social Care Strategy Delivery Plan annually.	April 2023 to March 2030	This document is the first iteration of this work	

About this document

Strategy Delivery Plan – Review of 2022/23.

Sheffield's Adult Social Care Strategy Delivery Plan v5 was approved by the Adult Health and Social Care Policy Committee on 15th June 2022.

Available in different formats and languages. Contact us about this. Sheffield City Council Strategy and Commissioning Service. Telephone (0114) 273 4119. Email information@sheffield.gov.uk.

For more information about adult social care visit our website www.sheffield.gov.uk.

This page is intentionally left blank