



Report to Policy Committee

Author/Lead Officer of Report:

Janet Kerr, Operations Director (Deputy DASS)

Report of: Strategic Director Adult Care and Wellbeing
Report to: Adult Health & Social Care Policy Committee
Date of Decision: 20th September 2023
Subject: Working with People Delivery 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? 2311				
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:-				
<p><i>"The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended)."</i></p>				

Purpose of Report:

This report provides our approach to the CQC Assurance Theme 1, Working with People.

The aim of the Delivery Plan is to ensure that we have a robust approach towards the three quality statements included in this theme which are, Assessing Needs, Supporting People to live Healthier Lives and Providing Equity in Experiences and Outcomes.

Recommendations:

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

- Endorses the Working with People Delivery Plan.
- Requests that the Strategic Director of Adult Care and Wellbeing provides the Committee with updates on progress against the Delivery Plan on a six-monthly basis, including updates made based on ongoing learning.

Background Papers:

Lead Officer to complete: -							
1	<table border="1"> <tr> <td rowspan="4">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.</td> <td>Finance: Laura Foster</td> </tr> <tr> <td>Legal: Patrick Chisholm</td> </tr> <tr> <td>Equalities & Consultation: Ed Sexton</td> </tr> <tr> <td>Climate: Jessica Rick</td> </tr> </table>	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: Jessica Rick	
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	<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>						
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1. PROPOSAL

- 1.1 As part of our preparation for CQC Assurance we are focusing on the requirements and ensuring that we have the correct processes in place to meet the standards of the Working with People theme.
- 1.2 All the aspects in the Working with People Theme sit squarely within our strategic approach outlined in our document 'Living the Life You want to Live', the Strategy Update at Committee today as well as Strategy Refresh and Directorate Plan. So, although the plan is based on the CQC Assurance theme, it takes us on a positive direction of travel to where we want to be in terms of our performance and the service that we wish to offer the people of Sheffield.
- 1.3 The aim of the Delivery Plan is to ensure that Sheffield has a robust response towards the Working with People theme and in particular around the Quality Statements of Assessing Needs, Supporting People to Live Healthier Lives and Providing Equity in Experiences and Outcomes. The plan aims to coordinate our activities to ensure that we maximise the effectiveness of people's care by assessing and reviewing their health, care and wellbeing and communication needs with them.
- 1.4 Our ambition is that we people with care and support needs, unpaid carers, those who fund their own care and communities have the best wellbeing outcomes because their care and support needs are assessed in a timely and consistent way. We want people's care and support to reflect their right to choose, build on their strengths and assets and reflect what they want to achieve and how they wish to live their lives.
- 1.5 We want assessments and care and support plans to be co-produced, up to date, and reviewed regularly. We want to ensure that support is coordinated across different agencies and services. We also want all decisions and outcomes to be transparent to all those involved.
- 1.6 We will support people to manage their health and wellbeing so they can maximise their independence, choice, and control and live healthier lives and where possible reduce future needs for care and support. We will ensure that along with our partners we provide quality advice about their health care and support and ensure where possible that we work with people to plan for the important life changes that can be anticipated.
- 1.7 In addition to that outlined above we want to actively seek out and listen to the people who are most likely to experience inequality in experience and outcomes in order to allow us to tailor their care and support appropriately. We want to see people as unique and allow them to live the life they want to live. To do this we need to understand any barriers, understand what the inequalities are, and by encouraging feedback use this to act and drive improvements.
- 1.8 In order to improve how we work with people we have over the last two years undertaken work which will underpin our approach in the future. Firstly, we have a strategy, 'Living the Life You Want to Live' which builds on city wide commitments in the Joint Health and Wellbeing Strategy 2019 - 2024 and Shaping Sheffield 2019 - 2024. Shaping Sheffield 2019 - 2024 sets out four clear priorities which align with the adult social care strategy: Promoting Prevention, Ageing Well, All Age Mental Health and Thriving Communities.

- 1.9 In addition, we have introduced a new Target Operating Model which has reorganised our services to focus on specialist areas. We have a Living and Ageing Well Service which focusses on older people and people with dementia, a Future Options service focussing on working age adults with learning disabilities, physical disabilities and autism, and a Mental Health Access and Wellbeing Service which promotes a first response and support to people experiencing mental ill health.
- 1.10 We believe this return to specialisms will not only improve the quality of what we offer to the people we work with but will also provide greater job satisfaction to our staff, thereby improving retention. We are undertaking considerable work around the recruitment of staff, but unless we also focus on retention this will not provide the results that we require. Therefore, we have used the restructure to improve our progression offer to staff to align more closely with surrounding Local Authorities which will contribute to both recruitment and retention. This highlights our approach to valuing staff which is central to what we do. In addition, we are focussing on our development offer to ensure that staff are provided the appropriate tools to do their job.
- 1.11 In order to ensure that we are working as one service and with partners we have introduced Performance Clinics. These take place regularly focussing on the outcomes which are laid out in our strategy. Having undertaken these at an Adult Care and Wellbeing level, which will continue, Assistant Directors are additionally introducing the model locally and involving appropriate staff and managers in them. These will have a broader reach than just considering data, although this will be pivotal. We want to ensure that we do have a focus on outcomes for people, that we are action planning and tracking our improvements and that we understand the relevant CQC regulations.
- 1.12 We believe that it is important to have the relevant conversations and provide the narrative that will inform conversations across Adult Care and with partners. We need to ensure that we set ourselves robust targets and that we escalate if we are materially above or below target. Most importantly we are ensuring that key messages are communicated to teams and partners to develop a shared position.
- 1.13 In terms of areas of practice, our priority in line with the phasing of our change programme is to continue to ensure responsivity of Adult Care by addressing waiting times, both in respect of Social Work and Occupational Therapy assessments as well as a provision of support. We have improvement plans in place to do this and move to a model where we can deal with people in real time. It is clearly a positive move to support with people in a timelier way, but it will also prevent deterioration in people's ability to manage and therefore maximise independence, improving outcomes.
- 1.14 Linked to this are reviews where we have chosen to invest in additional resource to clear our backlog, whilst simultaneously working on a model where reviews become sustainable and undertaken in a proportionate way. Our new Target Operating Model is assisting in this respect. In July 2023 65% (6024 people) of people currently receiving long term support for more than 12 months had had a review. This is an improvement from 42% in April 2022, and is part of an improving trajectory towards a target of 80% annually and sustainably by March 2024.
- 1.15 We have undertaken considerable work to put in place an improved offer in respect of Direct Payments. This means that people who use our services have the choice that this provides and there is greater clarity for our staff around what is required of them when setting up and then reviewing direct payments. We have a

Personalisation and Direct Payment Strategy. [Direct payments and managing your care | Sheffield City Council](#) the strategy is on this page and the delivery plan is within the strategy. We have worked with people with lived experience and have developed a Delivery Plan which is regularly monitored and updated. We have a specialist team who are focussing on reviewing people with Direct Payments to ensure that they are dealt with in a timely and appropriate way. There have been 770 reviews completed for people on Direct Payments in the last 12 months. That means we have 64% review performance for people with Direct Payments and on our trajectory to reach 80% annually and sustainably by March 2024.

- 1.16 In terms of our work with unpaid carers we have a Carers Strategy [Carers' Strategy | Sheffield City Council](#) and an Implementation Group formed of partners from across the city. In addition, we have an Operational Group comprised of representatives from across Adults Care and Wellbeing and the Carers Centre where issues around practice and operations are discussed. Since broadening the membership of this group, we have been successful in increasing the number of referrals for Carers assessments month by month, thereby supporting more unpaid carers.
- 1.17 In terms of referrals from Adult Care and Wellbeing to the Carers Centre we have seen a consistent rise. The average for June over the past 4 years has been 31.5. In June 2023 there were 64 referrals evidencing that the message that supporting unpaid carers is vital is reaching staff. In addition to regular information to inform staff of the work of the Carers Centre we held a dedicated event for all staff during Carers Week. In all there were over 30 events for carers over the week with over 200 people attending and dozens more listening and watching recorded event.
- 1.18 In order to provide an improved service to the people of Sheffield we were aware that our Information, Advice and Guidance offer needed to be improved. Section 4 of the Care Act 2014 required Local Authorities to ensure the coherence, sufficiency, availability and accessibility of information and advice relating to care and support across the local authority area.
- 1.19 Our new Information and Advice website went live to the citizens of Sheffield at the end of November 2022. The new platform provides greater information and advice about support available and builds a foundation for greater use of digital technology and self-assessment to improve access to social care.
- 1.20 However, we recognise that access is not just about information and advice. It is also about the way services are designed and how workers support the people they are in contact with. Our new operating model has been designed to reduce handoffs between teams and to provide a more seamless pathway for people. In addition, a co production network has been set up which will review content and develop it on an ongoing basis, making sure we are answering the questions that people who use services and carers have about adult social care, and helping us to keep the site up to date and relevant.
- 1.21 Underpinning our offer to the people of Sheffield in terms of supporting people to live independently is the use of Technology Enabled Care. We know that TEC can deliver increased quality of life by enabling people to remain or increase independence, live safely and well in their own homes for as long as possible. It can also prevent hospital admissions and the requirement for long term care.

1.22 Our new Digital Strategy [Adult Health and Social Care Digital Strategy Delivery Plan.pdf \(sheffield.gov.uk\)](#) was presented at the Adult Health and Social Care Policy Committee in February 2023 and sets out our ambition and approach. The last twelve months has seen some early key developments which all very much support our future ambitions for TEC across Sheffield. These include;

- Soft Market Testing which involved frontline health and social care professionals and managers, with technology product demonstrations from leading TEC suppliers aimed at understanding the art of the possible and promoting the use of technology in everyday practice.
- City Wide Care Alarms have collaborated with Yorkshire Ambulance Service (YAS) to provide non urgent responses to people who have fallen and do not have TEC equipment. We are keen to expand these types of collaborations.
- Development of a TEC electronic referral form to make referrals for TEC easier and develop additional business intelligence to help inform future developments.
- Establishment of a TEC ID which now provides staff with a chronology detailing the persons history in relation to usage of TEC including the equipment they already have. This then enables gaps in service provision to be identified as part of the review process.
- TEC Learning Webinars have been delivered to over a 100 frontline health and care professionals to improve the knowledge and confidence of workers.

2. HOW DOES THIS DECISION CONTRIBUTE?

2.1 The Working with People Plan is central to the Adult Social Care outcomes as set out in the Adult Social Care Strategy.

2.2 The plan also supports a broad range of strategic objectives for the Council and city, and is aligned with existing policies and commitments, including: -

- *Our Sheffield: One Year Plan* – under the priority for Education Health and Care, Enabling adults to live the life that they want to live and the Councils new delivery plan.
- *Conversations Count*¹⁰: our approach to adult social care, which focuses on listening to people, their strengths, and independence.
- *Our new ASC Operating Model* - this aligns to that new arrangement by ensuring that we work in a way that ensures that staff have the skills required to deal with the needs of the people they work with.

3. HAS THERE BEEN ANY CONSULTATION?

3.1 To enable this, the governance structures will 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 (e.g., Citizens Board) so that people with lived experience are equal partners.

3.2 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. A dedicated item on this is proposed as part of the Committee's forward plan.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

4.1.1 As a Public Authority, we have legal requirements under the Equality Act 2010, collectively referred to as the 'general duties to promote equality'. Section 149(1) contains the Public Sector Equality Duty, under which public authorities must, in the exercise of their functions, have due regard to the need to:

1. eliminate discrimination, harassment, victimisation and any other conduct that is connected to protected characteristics and prohibited by or under this Act;
2. advance equality of opportunity between those who share a relevant protected characteristic and those who do not;
3. foster good relations between those who share a relevant protected characteristic and those who do not.

4.1.2 The proposal described in this report is consistent with those requirements. It aims to develop a more efficient and person-centred approach and, as referenced in the Consultation section above, to ensure citizens' voices and experiences help to inform and develop the processes.

4.1.3 The nature and purpose of Adult Health & Social Care means that people sharing the protected characteristics of Age and/or Disability will be directly impacted by the proposals. However, the safeguarding remit means that people sharing certain other protected characteristics (e.g. Sex, Race, Sexual Orientation) may also be particularly affected.

4.1.4 Projects covered by the delivery plan are subject to individual EIAs.

4.2 Financial and Commercial Implications

4.2.1 There are no short term financial implications associated with endorsing the delivery plan. Full consideration will be given to the affordability and viability of any proposals arising from this plan.

4.3 Legal Implications

4.3.1 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.

4.3.2 Beyond the Act itself the obligations on Local Authorities are further set out in the Care Act statutory guidance issued by the government. By virtue of section 78 of the Act, Local Authorities must act within that guidance.

4.3.3 The Care Act Statutory Guidance at paragraph 4.52 requires Local Authorities to:

“... 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”.

4.3.4 This report therefore sets out how the Authority will meet its statutory obligations and it is itself a requirement of the wider Care Act framework.

4.3.5 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 builds upon that by setting out how the aims of the strategy will be delivered and provides for the monitoring and review encouraged by the statutory guidance.

4.4 Climate Implications

4.4.1 There are no climate implications of this report.

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 This is an update on previously endorsed delivery plan in line with recommendations approved at Committee. No alternatives options are available due to this.

6. REASONS FOR RECOMMENDATIONS

6.1 An approved delivery plan 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.

6.2 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 provide an additional mechanism to input to future development.