



# **Strategy, Performance, Quality and Accountability**

This document is for Adult Care and Community Wellbeing only, and contains links to the Council's corporate plan, strategies, performance, quality and accountability.

14/12/2022 Version 2

# Contents

- Council’s Corporate Plan** ..... 2
  - Joint Strategic Needs Assessment**..... 2
  - Commissioning for Outcomes based on our Communities’ Needs** ..... 3
  - Commissioning Strategies for Adult Care** ..... 3
  - Market Position Statement** ..... 3
- The People Strategy** ..... 4
- Democratic Context** ..... 5
  - Adults Scrutiny Committee** ..... 5
  - The Chief Executive**..... 5
  - The Executive Director of Adult Care and Community Wellbeing**..... 5
  - The Principal Social Worker**..... 6
- Assuring Quality** ..... 7
  - Quality Practice Assurance Standards for Assessment Practice**..... 7
- Performance and Intelligence** ..... 8
  - Adult Social Care Outcomes Framework (ASCOF)**..... 8
  - Reporting Responsibilities**..... 8
  - Sector Led Improvement**..... 9
  - Self-assessment and peer reviews** ..... 9
- Key Strategies for Adult Care** ..... 10

# Council's Corporate Plan

Lincolnshire County Council's Corporate Plan sets out what we want to achieve for local residents and communities.

Lincolnshire County Council's ambitions go far beyond what we can deliver on our own, so you will find details in the plan of how we will work with public and private organisations to bring greater and lasting benefits to our county.

The Corporate Plan underpins our 'One Council' approach, which ensures all services are working towards shared goals and will help different areas of the council work together more effectively.

Lincolnshire County Council wants to continue to offer residents the services they need and the lifestyle they deserve, but that also shows strong leadership and speaks up proudly for Lincolnshire.

The Council identified key priorities for this council and for Lincolnshire and is determined that in the coming years people and communities will have:

- high aspirations;
- the opportunity to enjoy life to the full;
- thriving environments;
- good-value council services.

You can view the [Council's Corporate Plan and performance data](#) on the Lincolnshire County Council website.

## Joint Strategic Needs Assessment

**The Joint Strategic Needs Assessment (JSNA) is under a rolling programme of review to ensure each topic area is refreshed and updated as new data and evidence becomes available.**

The JSNA is a shared evidence base built from data sources and commentaries which reports on the key areas of health and wellbeing in Lincolnshire.

The requirement to produce a JSNA has been a statutory duty on local authorities and the local NHS since 2007. The Health and Care Act 2012 further enhanced this duty by placing specific responsibilities on local authorities and Clinical Commissioning Groups through the Lincolnshire Health and Wellbeing Board to publish a JSNA and to use it to identify the priorities for the [Joint Health and Wellbeing Strategy \(JHWS\)](#).

Lincolnshire's JSNA is made up of 35 topics; each topic area assesses the current picture in Lincolnshire and existing services, and looks ahead to the potential future level of need to

support effective service planning and commissioning. The topics are grouped into six themed areas linked to the outcomes identified in [The Marmot Review](#):

- Adults;
- Children and Young People;
- Healthy Lifestyles;
- Major Diseases;
- Older People;
- Wider Determinants of Health.

The [JSNA is available as an interactive web resource](#) on the Lincolnshire Research Observatory.

## **Commissioning for Outcomes based on our Communities' Needs**

Becoming a Commissioning Council is a programme which is transforming the approach the council takes to commissioning services. Our priority focus is on the results for people in Lincolnshire; we call these results 'outcomes'.

In Adult Care:

- we continue to help people who use Adult Care and carers to have greater choice and control over how they receive their care;
- our level and quality of engagement with people who need or use social care, and their families and friends continues to improve. This means that we can more consistently work in a way that shares responsibility in delivering statutory functions with service users, their carers and the wider community;
- we have processes in place for how people pay for their care and support needs, as introduced by the Care Act.

## **Commissioning Strategies for Adult Care**

The Council's priorities and intentions are set out in a number of commissioning strategies spanning Council and partner functions.

The commissioning strategies pertinent to Adult Care are included in the [Social care and health section](#) of the Policies, strategies and plans area of the County Council's website.

## **Market Position Statement**

The [Market Position Statement](#) reflects market intelligence and information on current social care needs, our thoughts on how demand for services will change and how these changes could be met in the future.

# The People Strategy

Lincolnshire County Council's main focus is to provide quality services for our communities, enabling the county to be a great place to live, work, support families and visit.

To ensure we maintain that high standard and build on this for the future, we must have a working environment that encourages our colleagues to thrive and perform at their best, and to be confident to embrace change including digital transformation and new ways of working.

The council's People Strategy will support our workforce to be motivated, healthy and values-driven, and is integral to the delivery of the Council's [Corporate Plan](#) which has identified four key priorities for the council and for Lincolnshire. In the coming years 'Our People' and communities will have:

- high aspirations;
- the opportunity to enjoy life to the full;
- thriving environments;
- good-value council services.

To achieve the vision and ambitions, the council will foster a working environment that:

- supports individuals and teams to feel empowered;
- improves services through distributed leadership;
- ensures that everyone owns, understands and embodies the council's vision and values;
- supports an open and compassionate approach to people management;
- supports staff engagement and smarter working;
- facilitates learning and development;
- works in partnership with our stakeholders across Greater Lincolnshire.

The Council's People Strategy sets out how it will recruit, retain and develop skilled and talented individuals from inside and outside of Lincolnshire and from diverse backgrounds, to deliver quality services.

To read more about the upcoming People Strategy projects, please see the [Transformation Programme – People Strategy page on SharePoint](#) (Lincolnshire County Council Intranet).

# Democratic Context

The council has agreed the Constitution, which sets out how the council operates, how decisions are made, and the procedures which ensure efficiency, transparency and accountability.

Lincolnshire County Council is made up of 70 councillors, also termed Elected Members, and operates a Leader and Cabinet model of decision making. The members meet to agree the Budget and Policy Framework which is delivered by a group of Councillors called the Executive. Each Executive Councillor is responsible for particular directorates.

The Executive Councillor responsible for the Adult Care and Public Health directorate is Councillor Mrs Wendy Bowkett.

The non-executive councillors form Scrutiny Committees, which develop policy and scrutinise decisions made by the Executive and the Officers.

You can find more information about [council business](#) on Lincolnshire County Council's website.

## Adults Scrutiny Committee

The role of the Adults Scrutiny Committee is to review and scrutinise all aspects of Adult Care and other services for adults at risk. This includes scrutiny of performance measures and scrutiny of the Executive's proposed decisions. The Committee may also establish the time limited Task and Finish Groups to consider particular subjects and work with HW Lincs. This Committee oversees the work of the Lincolnshire Safeguarding Board's Scrutiny Sub-Group in co-ordination with the Children and Young People Scrutiny Committee.

## The Chief Executive

The Chief Executive is the most senior officer of the council, and is responsible for ensuring that the council is organised and equipped to meet its objectives and to continuously improve into the position of being one of the country's leading local authorities. The Chief Executive also works with partner organisations, such as NHS and the Police, seeking the delivery of integrated services for the people of Lincolnshire.

## The Executive Director of Adult Care and Community Wellbeing

The law states that there must be a Director of Adult Social Services for all authorities providing Social Care for adults. The Director of Adult Social Services is the most senior responsible officer within Adult Care. They work closely with the Executive Councillor and

the Chief Executive to develop policies and practices which enable Adult Care to provide the best support possible to the people of Lincolnshire.

## **The Principal Social Worker**

The law states that there must be a principal social worker in the local authority. They are responsible for providing professional leadership for social work practice in their organisation, and organisations undertaking statutory responsibilities on behalf of the local authority. Practice leaders / principal social workers should ensure that practice is in line with the [Care and Support Statutory Guidance](#). See also [Principal social workers in adult services: roles and responsibilities - GOV.UK \(www.gov.uk\)](#)

# Assuring Quality

Adult Care provides a range of services for adults in Lincolnshire. It is our intention that our workforce supports local people to live fulfilling lives and in order to do this we:

- support people to see their strengths and what they are able to do;
- support people to improve their quality of life;
- provide the right amount of support to each person;
- support people to be safe and from coming to harm.

A continuous improvement cycle is key to effective quality assurance, ensuring activities lead to the development and improvement of services. Some of the mechanisms we use to drive quality include:

- Quality Practice Assurance reviews – to check the quality standards of our practice;
- Thematic Reviews – to investigate further in response to themes and trends;
- Service Reviews – to learn what is working well and what could be improved;
- Customer and Staff Experience Surveys – to listen and learn from people.

## Quality Practice Assurance Standards for Assessment Practice

The role of the Excellent assessment practice is vital to our customer's experience. The development of our Quality Practice Assurance Standards has been informed by the people who use our services, our workforce, and the emerging national quality agenda.

The standards set out in our Quality Practice Assurance Standards link the professional capability domains for social work and the outcomes for people.

The Quality Practice Assurance Standards give full details of each standard which consists of an overarching quality statement and bullet points detailing key elements expected for the standard to be met.

The Quality Practice Assurance Standards can be found in the [Local Resource Library](#).

We undertake regular assurance reviews so that we can understand if audits are effective, and we respond to themes and trends by conducting thematic audits to support continuous improvement.



# Performance and Intelligence

The Adult Care Performance and Intelligence Team undertakes a range of statutory, departmental, corporate and external reporting duties. At its core, the team endeavours to embed a performance culture within the department, to evidence good outcomes for the people of Lincolnshire, and facilitates sound decision making within the department. This is achieved by supporting colleagues with good quality and timely information, by providing commissioning intelligence and by gaining valuable customer insight to help shape the strategy of social care provision for the future.

The team also monitors compliance with recording practice with data quality reports, and advises on statutory compliance of Mosaic to ensure we capture what is required by the Government.

## Adult Social Care Outcomes Framework (ASCOF)

**The ASCOF Framework is currently under review; engagement events are taking place to agree new indicators.**

The Adult Social Care Outcomes Framework includes a series of performance indicators to monitor the success of local interventions in improving outcomes for people, and to identify their priorities for making improvements. Whilst the Government does not seek to performance manage councils in relation to any of the measures set out in the framework, it is designed to encourage transparency and accountability, and support improvement activities and planning. At the national level, the ASCOF demonstrates the performance of the adult social care system as a whole, and its success in delivering high-quality, personalised care and support. Meanwhile, the Framework supports ministers in discharging their accountability to the public and Parliament for the Adult Social Care system, and informs national policy development.

There is also a Public Health Framework and separately an NHS Outcomes Framework which complement the ASCOF; combined, they set out the key measures for the Health and Care system as a whole.

More information about ASCOF is available on the NHS Digital website. See [Measures from the Adult Social Care Outcomes Framework - NHS Digital](#).

## Reporting Responsibilities

The Adult Care reporting responsibilities are:

- Statutory returns – social care activity information for adults, mandated by the Government for completion on an annual basis. The figures within the collections

populate the ASCOF performance indicators mentioned above. More information on the collections is available on the [NHS website](#).

- Corporate and Scrutiny Committee – quarterly reporting on the measures contained within the council’s Corporate Plan under each of the Adult Care and Community Wellbeing commissioning strategies. These key performance measures and targets have been chosen to demonstrate to elected members and the public that the directorate is achieving the priorities within each strategy area.
- Commissioning strategies – detailed information for decision makers and operational managers within each strategy.
- Freedom of Information (FOI) Requests – data responses and interpretation for all FOI requests as appropriate.
- External reporting – assisting with the reporting requirements of organisations external to Adult Care who use Mosaic.
- Ad hoc reporting – assisting with data analysis and data preparation to support business cases, service and system reviews, consultations, surveys and mail outs.

## **Sector Led Improvement**

Each of the Association of Directors of Adult Social Services (ADASS) regions have their own approach to performance assessment, where regulatory assessment by the Care Quality Commission (CQC) has been replaced with peer assessment between authorities. This involves an annual self-assessment and peer challenge events.

## **Self-assessment and peer reviews**

The self-assessment is based around key themes which reflect the [Measures from the Adult Social Care Outcomes Framework - NHS Digital](#). The outcomes from the self-assessments guide the themes which councils select for peer reviews and requests for support, as well as areas for improvement.

The value of the self-assessment is as a tool to support local reflection and to provide senior colleagues with an overview of activity and evidence that evaluates the local achievements and improvement priorities. The assessment and supplementary core dataset is shared with senior regional colleagues, who use it as a basis for future areas of focus, and for benchmarking purposes. The Peer Review Process is led by the Director of Adult Social Services and supported by the Principal Social Worker, who work with a team of practitioners and officers who visit the local authority and focuses on the key lines of enquiry. From their findings, the team acknowledges areas of good practice and makes recommendations for improvement. Each authority takes part in a peer review every two years.

# Key Strategies for Adult Care

In addition to the corporate strategies and plans which oversee the whole of the Council, Adult Care is dedicated to creating and developing strategies specifically to benefit adults in Lincolnshire. [Key strategies for Adult Care in Lincolnshire](#) are included in the Policies, strategies and plans – Social care and health section of the County Council’s website.