



DARLINGTON

Borough Council

Adults Scrutiny Committee Agenda

9.30 am, Tuesday, 13 December 2022
Council Chamber, Town Hall, Darlington DL1 5QT

Members of the Public are welcome to attend this Meeting.

1. Introductions/Attendance at Meeting
2. Declarations of Interest
3. To Approve the Minutes of the Meeting of this Scrutiny Committee held on 25 October 2022 (Pages 3 - 6)
4. Reforms to Adult Social Care - Update –
Verbal Update from the Assistant Director – Adult Services
5. Workforce Recruitment and Development –
Presentation from the Assistant Director – Adult Services, the Workforce Development Manager and the Darlington Academy Coordinator
(Pages 7 - 20)
6. Work Programme –
Report of the Assistant Director – Law and Governance
(Pages 21 - 32)
7. Care Homes in Special Measures (Executive Safeguarding Arrangements) Task and Finish Review - Final Report –
Report of the Chair of the Care Homes in Special Measures (Executive Safeguarding Arrangements) Task and Finish Review Group
(Pages 33 - 38)

8. SUPPLEMENTARY ITEM(S) (if any) which in the opinion of the Chair of this Committee are of an urgent nature and can be discussed at this meeting
9. Questions



Luke Swinhoe
Assistant Director Law and Governance

Monday, 5 December 2022

Town Hall
Darlington.

Membership

Councillors Mrs Culley, Curry, Donoghue, Holroyd, Johnson, B Jones, Layton, M Nicholson, Mrs H Scott and A J Scott

If you need this information in a different language or format or you have any other queries on this agenda please contact Paul Dalton, Elections Officer, Operations Group, during normal office hours 8.30 a.m. to 4.45 p.m. Mondays to Thursdays and 8.30 a.m. to 4.15 p.m. Fridays

ADULTS SCRUTINY COMMITTEE

Tuesday, 25 October 2022

PRESENT – Councillors Donoghue (Chair), Mrs Culley, Curry, Holroyd, Johnson, B Jones, Layton, M Nicholson, Mrs H Scott and A J Scott.

ALSO IN ATTENDANCE – Councillor Tostevin.

OFFICERS IN ATTENDANCE – Sukhdev Dosanjh (Head of Commissioning and Contracts), Joss Harbron (Assistant Director - Adult Social Care), Carmel Reilly (Team Manager), Linda Thirkeld (Head of Adults) and Paul Dalton (Elections Officer).

AD12 DECLARATIONS OF INTEREST

There were no declarations of interest reported at the meeting.

AD13 TO APPROVE THE MINUTES OF THE MEETING OF THIS SCRUTINY COMMITTEE HELD ON 23 AUGUST 2022

RESOLVED – That the Minutes of this Committee held on 23 August 2022, be approved as a correct record.

AD14 QUALITY STANDARDS MONITORING OUTCOMES 2022-2023 - AGREEMENT FOR THE PROVISION OF RESIDENTIAL CARE FOR ADULTS AND OLDER PEOPLE WITH MENTAL HEALTH PROBLEMS 2013-2023

The Assistant Director of Commissioning, Performance and Transformation submitted a report (previously circulated) to inform Members of the outcome of the Quality Standards Assessment for 2022-2023, and to advise Members that the level of compliance against the quality standards will determine the fee levels for the current year.

The submitted report outlined the results of the Quality Standards for 2022–2023, which demonstrated a reduction in the number of homes who have achieved an A Grade, with 13/19 (68%) achieving an A Grade compared to 15/19 (79%) in 2021. 4/19 had achieved a B Grade, and 2/19 had achieved a C Grade.

Members entered into discussion on the sustainability of the occupancy rate, the timescales for improvement in those homes that were underperforming, the reasons why a home may fail in terms of nutritional provision, the impact of inflationary pressures in terms of the cost of living, the definition and criteria around environmental impact, the lack of evidence as regard the medication process, and staff training and development.

RESOLVED – That the contents of the report be noted.

AD15 TRANSFORMATION OF THE RIACT (RESPONSIVE INTEGRATED ASSESSMENT CARE TEAM) / REABLEMENT TEAM, AND THE CO-LOCATION WITH CDDFT - SIX MONTH REVIEW

Members received an update from the Head of Service and the Team Manager on the work of the RIACT (Responsive Integrated Assessment Care Team) / Reablement team, and the co-

location with the CDDFT (County Durham and Darlington Foundation Trust).

Members heard about the aims and objectives of the RIACT Transformation Project; the structure of both the Internal Reablement Service and the RIACT Team; the key elements of the service; the partnership work that is undertaken; the performance of the service, including comparisons between 2020/21 and 2021/22; the outcomes, including a summary of needs at the completion of reablement packages and the number of assessments and re-assessments; and customer feedback and stories.

Discussion ensued on the introduction of Reablement, the identification of those elements which did not work quite so well, the management of the expectations of the service users compared to the purpose of the service, the current staffing levels and the experience in terms of recruitment, the potential for partnership working with voluntary organisations, and potential budgetary constraints.

RESOLVED – That the contents of the update be noted.

AD16 REFORMS TO ADULT SOCIAL CARE - UPDATE

The Assistant Director - Adult Services outlined that the activity to plan for the proposed care reforms remained ongoing, and identified three main areas of focus. In terms of the Fair Cost of Care, Members were informed that the draft proposals had been submitted, and that the Council would receive feedback in early December.

Members were advised that work in terms of the CQC Quality Assurance Framework remained ongoing with the narrative, documentation and processes being prepared. Members were informed that the Council would be undertaking a conversation in late November with an ADASS Associate who will act as a critical friend to review our preparation, with a view to planning for the implementation of the inspection framework from April 2023 onwards.

In relation to the Charging Reforms, it was reported that work was continuing to identify the number of self-funders that we may need to offer support to. Members were advised that Officers were also exploring how an on-line offer to provide both a Financial Assessment and a Care and Support Needs Assessment could be developed, as well as work being undertaken to identify the infrastructure required to track the self-funders, the care accounts and finances.

Members entered into discussion on the charging reforms, in particular the work being undertaken to monitor financial thresholds to anticipate when self-funders may access means-tested funding to inform need as regard staff and resources.

RESOLVED – That the content of the update be noted.

AD17 DISABLED FACILITIES GRANT POLICY UPDATE

The Assistant Director – Adult Services submitted a report (previously circulated) to provide the Adults Scrutiny Committee with oversight of the updated Disabled Facilities Grant Policy (DFG) and Regulatory Reform Order Policy 2022-2025, prior to consideration by Cabinet.

The submitted report outlined that the purpose of Disabled Facilities Grants (DFGs) was to fund adaptations to owner-occupiers, tenants of private rented properties and Housing Association tenants to enable people with a disability to remain in their own home and live independently across the Borough.

It was stated that the current DFG Policy has been in operation since November 2020, and closely followed the legislation and policy guidance that was current at the time of its implementation. There were several proposed changes to the policy which were listed in the main body of the Cabinet report, which was appended to the submitted report.

Discussion ensued on the potential for insulation improvements and checks to ensure that homes are safe for individuals returning home from hospital; complaints in relation to the timescales between assessment and notification of the decision being made; the extension of the scheme to include children with Autism; the oversight in terms of contractors, and the influence to address problems; and signposting of the DFG, especially in relation to those suffering from dementia.

RESOLVED – That this Scrutiny Committee supports the changes to the DFG/Housing Assistance policy prior to its consideration by Cabinet.

AD18 WORK PROGRAMME

The Assistant Director Law and Governance submitted a report (previously circulated) requesting that Members gave consideration to the Work Programme items scheduled to be considered by this Scrutiny Committee during 2022/23, and to any additional areas that Members would like to be included.

IT WAS AGREED – That the content of the report be noted.

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Ordinary Meeting of the Adults Scrutiny Committee

Recruitment and Retention in Adults Services

Joss Harbron – Assistant Director,
Adults Services

Brooke Hodgkiss – Darlington
Academy Coordinator

Martin Webster – Workforce
Development Manager



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Borough Council

Put your  into...

social care



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We're recruiting to a range of roles in both adults and children's services.

Why join us?

-  Supportive team
-  Manageable workloads
-  Opportunities to develop
-  Great location



See www.darlington.gov.uk/jobs or www.northeastjobs.org.uk for the latest council vacancies

Social Care – Recruitment and Retention issues

- **The National Picture - 200,000+ vacancies within adult social care nationally.**

The Government have launched “Made with Care”, a new recruitment campaign in England to encourage more people to pursue careers in Social Care.

It's estimated there will be almost half-a-million extra job opportunities in Adult Social Care by 2035 and more than 105,000 vacancies to be filled. The campaign ran until April 2022 and was relaunched in December 2022. We will utilise “Made with Care” to support the local recruitment campaign.

- **The Local Picture - There has been a number of vacancies within Darlington Adult Social Care.**

A local recruitment campaign and communication strategy is developed and underway and create a greater awareness of Adult Social Care Services across the borough.

- ASC has had significant turnover of 25.8% in 2021/2022



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Workforce Recruitment and Retention Fund

The Government allocated £965.800 to the Council through the Workforce Recruitment and Retention Fund (Round 2).

This funded eligible activity up to 31 March 2022. This fund was designed to allow local authorities to support measures that generate additional or retain existing adult social care workforce capacity through recruitment and retention activity.

The funds were targeted to the following:

Support domiciliary providers to support staff retention and recruitment.

Appointment of designated comms officer until Oct 2023 to support Adult Social Care workforce retention and recruitment

Development of well being offer for care and support workers within Darlington - inc gym members and family packages.

Funding of communication campaign and recruitment fairs.

Additional hours over the winter 2021/2023 for Adult Services staff to help alleviate winter pressures and waiting lists.

Successful update of the additional hours, 23 staff undertook 5 hours a week for 12 weeks

300 well-being packages where distributed.



Recruitment and Retention in Darlington

Skills for Care reveals that the total number of ASC jobs in Darlington was around 3,800 in 2021/22. This comprised 3,600 filled posts and 225 vacancies. Since the previous year, the total number of ASC posts has increased by 150 (4%) the number of filled posts has increased by 75 (2%) and the number of vacancies has increased by 75 (54%).

Skills for Care estimates that the staff turnover rate in Darlington was 30.3% - compared with the NE regional average of 26.0% (and similar to England, at 30.0%). However, around three quarters (70%) of starters were recruited from within the adult social care sector, therefore although employers need to recruit to these posts, the ASC sector retains their skills and experience. ASC workers in Darlington have on average 10.2 years of experience in the sector and 78% of the workforce had been working in the sector for at least three years

The average number of sickness days taken in the last year in Darlington was 9.9, (8.6 in North East and 8.3 across England). With an estimated directly employed workforce of 2,900, this means employers in Darlington lost approximately 28,000 days to sickness in 2021/22

Less than a quarter (18%) of the workforce in Darlington were on zero-hours contracts (the England average is 24%) with approximately half of the ASC workforce usually working full-time hours. The majority (88%) of the ASC workforce in Darlington are female, and their average age is 44.8 years: 950 people working in ASC will reach retirement age in the next 10 years. An estimated 96% of the ASC workforce in Darlington identified as British, 2% identified as of an EU nationality and 2% a non-EU nationality

Skills for Care estimates show that 57% of the direct care providing workforce in Darlington hold a relevant adult social care qualification (compared to 58% in North East and 46% in England). Of those workers without a relevant adult social care qualification recorded, 49% had five or more years of experience in the adult social care sector, 65% had engaged with the Care Certificate and 56% had completed training.

ASC's care academy is available to people wanting to join ASC – as well to people wanting to progress their career in ASC. At the Annual Conversation, it was reported that all such training is provided free of charge.



DBC Adults Services

As at 31st October 2022, a total of 157.92 FTE people worked in ASC: 66.58 in “Adults” and 81.73 in Learning Disabilities and Mental Health and 8.61 in practice and quality

Staff turnover has decreased and vacancies dropped significantly particularly in Adult Contact Team (from 8 to 2) and Reablement

Still pressures in teams, with vacancies within reablement, Learning Disabilities provider services, Mental Health, and head of Service and Service Manager posts.

Covid Legacy – waiting lists, demand management and provider market

Covid Opportunities – agile working, flexible working arrangements and use of technology



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Could you work in
adult social care?

This could
be you!



This could
be you!



Could you work in
adult social care?



This could
be you!



This could
be you!



Recruitment in Darlington...

- Advertising Campaigns
- Recruitment Fairs
- Communication



Adult Social Care in Darlington... spreading the word!

There is a double page spread in each edition of One Darlington. Each edition focuses on a different team and will include information on:

- (a) The team – what do they do, who are they here for, how do people get in touch
- (b) A Case Study
- (c) Testimonials – quotes from team member(s) / service user(s)
- (d) Photos
- (e) Signpost re recruitment



Where we are...

Strength Based Practice and National Best Practice Model – the development of our Strength Based Practice Framework

Tenacious and targeted positive communication – Jobs Fairs and Recruitment Events

Darlington Academy – Steps 1-5, ASYE, SUSW, Students and Apprenticeships

Creation of Darlington Xtra – Roadshow / Xtra Space



What we are doing well: Workforce Development

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Darlington Academy – progression and destination model, ranging from ‘first steps on the ladder’ to becoming a Senior Manager or even the Director

ASYE in Darlington – supporting Newly Qualified Social Workers through their ASYE journey

Social Work Apprenticeships – co-ordination and facilitation of the Social Work Apprenticeship programme

Step Up to Social Work – co-ordination and facilitation of the Step Up to Social Work programme

Student Placements – co-ordination and facilitation of the University and College/Partner organisation Student Placement programme

Darlington Xtra – a multi-agency website supporting the training, development, recruitment and retention of staff in the Health and Social Care Sector.

Experts in Practice – a unique research project in partnership with Newcastle University, where staff develop as researchers in a specific designated area of practice

Leadership Forums/Staff Forums – whole directorate opportunities to communicate key updates and cross sector working

Training and Development – commissioned, internally provided and partner provided training and development coordination, delivery and impact analysis across the borough

Xtra Space – development of a staff support facility, where staff can engage in xtra case discussion, xtra space to learn and have xtra support



Where we are going...

“Achieving Economic Wellbeing” – what this means for Adults Social Care

- Darlington Xtra and partnership development (inc Adult Skills Centre)
- Xtra Space
- Darlington Xtra Recruitment Roadshow



The Bigger Picture!

- Adult Skills Centre
- Succession Planning and Workforce Profile
- Youth unemployment
- Economic Growth and Social Care Value
- Promoting independence

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...and everything
we do fits into...

Outcomes

Person
Centred

Community
Assets

Mindspace

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Strength Based Practice in Darlington – our methodology



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Thanks for
listening

Any Questions?



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**ADULTS SCRUTINY COMMITTEE
13 DECEMBER 2022**

WORK PROGRAMME

SUMMARY REPORT

Purpose of the Report

1. To consider the work programme items scheduled to be considered by this Scrutiny Committee during the 2022/23 Municipal Year and to consider any additional areas which Members would like to suggest should be included.

Summary

2. Members are requested to consider the attached draft work programme (**Appendix 1**) for the remainder of the Municipal Year, which has been prepared based on Officers recommendations and recommendations previously agreed by this Scrutiny Committee in the last Municipal Year.
3. Once the work programme has been approved by this Scrutiny Committee, any additional areas of work which Members wish to add to the agreed work programme will require the completion of a quad of aims in accordance with the previously approved procedure (**Appendix 2**).

Recommendations

4. It is recommended that Members note the current status of the Work Programme and consider any additional areas of work they would like to include.
5. Members' views are requested.

**Luke Swinhoe
Assistant Director Law and Governance**

Background Papers

No background papers were used in the preparation of this report.

Author: Paul Dalton

| | |
|--|--|
| S17 Crime and Disorder | This report has no implications for Crime and Disorder |
| Health and Well Being | This report has no direct implications to the Health and Well Being of residents of Darlington. |
| Carbon Impact | There are no issues which this report needs to address. |
| Diversity | There are no issues relating to diversity which this report needs to address |
| Wards Affected | The impact of the report on any individual Ward is considered to be minimal. |
| Groups Affected | The impact of the report on any individual Group is considered to be minimal. |
| Budget and Policy Framework | This report does not represent a change to the budget and policy framework. |
| Key Decision | This is not a key decision. |
| Urgent Decision | This is not an urgent decision |
| Council Plan | The report contributes to the Council Plan in a number of ways through the involvement of Members in contributing to the delivery of the Plan. |
| Efficiency | The Work Programmes are integral to scrutinising and monitoring services efficiently (and effectively), however this report does not identify specific efficiency savings. |
| Impact on Looked After Children and Care Leavers | This report has no impact on Looked After Children or Care Leavers |

MAIN REPORT

Information and Analysis

6. The format of the proposed work programme has been reviewed to enable Members of this Scrutiny Committee to provide a rigorous and informed challenge to the areas for discussion.
7. The Council Plan sets the vision and strategic direction for the Council through to May 2023, with its overarching focus being 'Delivering success for Darlington'.
8. In approving the Council Plan, Members have agreed to a vision for Darlington which is a place where people want to live and businesses want to locate, where the economy continues to grow, where people are happy and proud of the borough and where everyone has the opportunity to maximise their potential.
9. The vision for the Adults Portfolio is 'a Borough where vulnerable adults can be helped and supported to maximise their independence and enjoy life to the full, and where care services are available to those in need'.

Forward Plan and Additional Items

10. Once the Work Programme has been agreed by this Scrutiny Committee, any Member seeking to add a new item to the work programme will need to complete a Quad of Aims.
11. A copy of the index of the Forward Plan has been attached at **Appendix 3** for information.

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ADULTS SCRUTINY COMMITTEE WORK PROGRAMME 2022/23

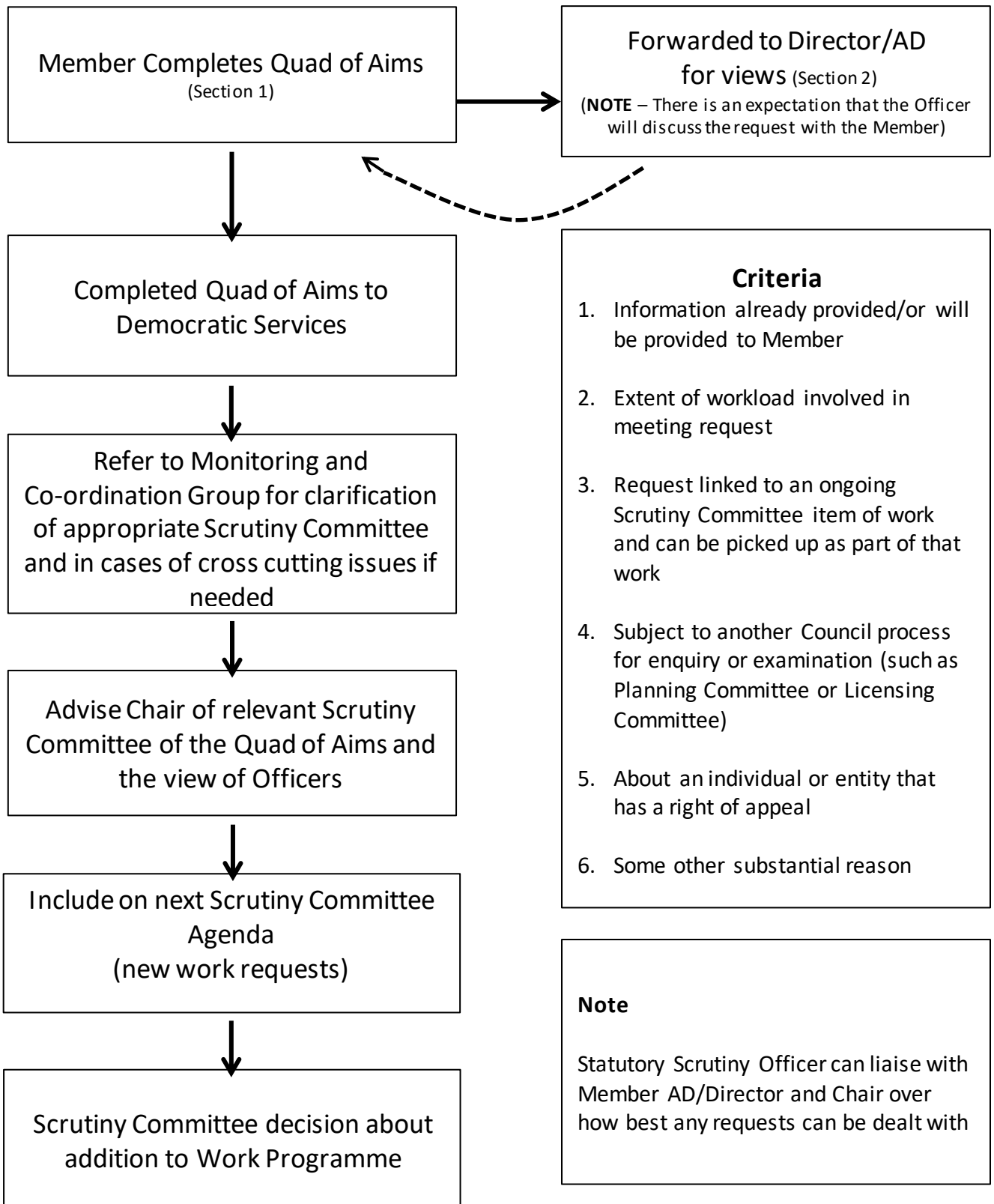
| Topic | Timescale | Lead Officer | Link to PMF (metrics) | Scrutiny's Role / Notes |
|---|---------------------------|----------------------------------|--|--|
| Reforms to Adult Social Care - Update | 13 December 2022 | Joss Harbron | | To receive an update on progress in relation to the reforms to Adult Social Care. |
| Increased Cost of Living: Impact on Adult Social Care Staff and Service Users | 13 December 2022 | Joss Harbron | | |
| Workforce Recruitment and Development | 13 December 2022 | Brooke Hodgkiss / Martin Webster | | To enable Members to gain a greater understanding of the work being undertaken in terms of workforce recruitment and development. |
| Medium Term Financial Plan (MTFP) | 10 January 2023 (Special) | Brett Nielsen | | To scrutinise those areas of the MTFP within the remit of this Scrutiny Committee. |
| Reforms to Adult Social Care - Update | 7 February 2023 | Joss Harbron | | To receive an update on progress in relation to the reforms to Adult Social Care. |
| Performance Indicators Quarter 2 2022/2023 | 7 February 2023 | Sharon Raine / Joss Harbron | ASC 002 ASC 003 ASC 019 ASC 045 ASC 046 ASC 049 ASC 050 ASC 208 ASC 209 ASC 211 | To monitor Key Performance Indicators. To receive six-monthly monitoring reports and undertake any further detailed work into particular outcomes if necessary. |

| | | | | |
|---|-----------------------|-----------------------------------|--|---|
| Darlington Safeguarding Partnership - Annual Report | 7 February 2023 | Ann Baxter / Amanda Hugill | ASC 028 ASC 029 ASC 059 ASC 061 ASC 062 ASC 199 ASC 200 ASC 201 ASC 202 ASC 203 ASC 204 ASC 205 ASC 206 ASC 207 ASC 209 ASC 210 ASC 213 ASC 214 | To consider the Annual Report on the work of the Board and to receive reassurance that adult safeguarding is being addressed and an effective approach is in place. To be advised of the key issues for the Board and funding. |
| Review of Dementia Care Services / Autism (include Health and Housing Scrutiny Committee) | 7 February 2023 | Clinical Commissioning Group | | |
| Drug and Alcohol Abuse Update (include Health and Housing Scrutiny Committee) | 7 February 2023 | Gary Besterfield / Abbie Kelly | | |
| Presentation from a Nursing Care Home Manager | TBC (Post-March 2023) | | | |

Task and Finish Review Group(s)

- **'Loneliness and Connected Communities' Task and Finish Review Group** – commenced Tuesday, 28th January 2020;
- **'Review of Adult Care Services during Covid Task and Finish Group'** – commenced Friday, 21st May 2021.
- **'Nursing Care Homes in Special Measures Task and Finish Group'** (with an invite extended to the Health and Housing Scrutiny Committee) – commenced (TBC)

PROCESS FOR ADDING AN ITEM TO SCRUTINY COMMITTEE'S PREVIOUSLY APPROVED WORK PROGRAMME



QUAD OF AIMS (MEMBERS' REQUEST FOR ITEM TO BE CONSIDERED BY SCRUTINY)

SECTION 1 TO BE COMPLETED BY MEMBERS

NOTE – This document should only be completed if there is a clearly defined and significant outcome from any potential further work. This document should **not** be completed as a request for or understanding of information.

| REASON FOR REQUEST? | RESOURCE (WHAT OFFICER SUPPORT WOULD YOU REQUIRE?) |
|---|--|
| | |
| PROCESS (HOW CAN SCRUTINY ACHIEVE THE ANTICIPATED OUTCOME?) | HOW WILL THE OUTCOME MAKE A DIFFERENCE? |
| | |

Signed Councillor

Date

**SECTION 2 TO BE COMPLETED BY DIRECTORS/ASSISTANT DIRECTORS
(NOTE – There is an expectation that Officers will discuss the request with the Member)**

| | Criteria |
|--|--|
| 1. (a) Is the information available elsewhere? Yes No If yes, please indicate where the information can be found (attach if possible and return with this document to Democratic Services) | 1. Information already provided/or will be provided to Member |
| (b) Have you already provided the information to the Member or will you shortly be doing so? | 2. Extent of workload involved in meeting request |
| 2. If the request is included in the Scrutiny Committee work programme what are the likely workload implications for you/your staff? | 3. Request linked to an ongoing Scrutiny Committee item of work and can be picked up as part of that work |
| 3. Can the request be included in an ongoing Scrutiny Committee item of work and picked up as part of that? | 4. Subject to another Council process for enquiry or examination (such as Planning Committee or Licensing Committee) |
| 4. Is there another Council process for enquiry or examination about the matter currently underway? | 5. About an individual or entity that has a right of appeal |
| 5. Has the individual or entity some other right of appeal? | 6. Some other substantial reason |
| 6. Is there any substantial reason (other than the above) why you feel it should not be included on the work programme ? | |

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Signed **Position** **Date**

**DARLINGTON BOROUGH COUNCIL
FORWARD PLAN**

APPENDIX 3



**FORWARD PLAN
FOR THE PERIOD: 2 NOVEMBER 2022 - 31 MARCH 2023**

| Title | Decision Maker and Date |
|--|-------------------------|
| Council Tax Exemption for Care Leavers 2023/24 | Cabinet 8 Nov 2022 |
| Council Tax Support - Scheme Approval 2023/24 | Council 24 Nov 2022 |
| | Cabinet 8 Nov 2022 |
| Darlington Transport Plan, Darlington Town Centre Transport Plan and Darlington Parking Strategy | Council 24 Nov 2022 |
| | Cabinet 8 Nov 2022 |
| Disposal of Land at Neasham Road for Housing Development | Cabinet 8 Nov 2022 |
| Housing Complaints Reforms | Cabinet 8 Nov 2022 |
| Project Position Statement and Capital Programme Monitoring - Quarter 2 2022/23 | Cabinet 8 Nov 2022 |
| Revenue Budget Monitoring 2022/23 - Quarter 2 | Cabinet 8 Nov 2022 |
| Town Centre Parking Offer | Cabinet 8 Nov 2022 |
| Childcare Sufficiency Task and Finish Review | Cabinet 6 Dec 2022 |
| Complaints Made to Local Government Ombudsman | Cabinet 6 Dec 2022 |
| Final Version of Supplementary Planning Guidance (SPD) Design Code - Skertingham Garden Village | Cabinet 6 Dec 2022 |
| First Homes Policy Position Statement | Cabinet 6 Dec 2022 |
| Health and Care Integration and the Health and Wellbeing Board | Cabinet 6 Dec 2022 |
| Housing Revenue Account - Medium Term Financial Plan 2022/23 to 2025/26 | Cabinet 6 Dec 2022 |
| Housing Services Fire Safety Policy | Cabinet 6 Dec 2022 |
| Land Assembly for Development at Gladstone Street / Kendrew Street (including Northgate House) | Cabinet 6 Dec 2022 |
| Land at Faverdale - Burtree Garden Village Development | Cabinet 6 Dec 2022 |
| Medium Term Financial Plan 2023/24 to 2026/27 | Cabinet 6 Dec 2022 |
| Mid-Year Prudential Indicators and Treasury Management 2022/23 | Council 26 Jan 2023 |
| | Cabinet 6 Dec 2022 |
| Procurement Plan Update | Cabinet 6 Dec 2022 |
| Proposed Construction and Skills Hub on Council land at Faverdale | Cabinet 6 Dec 2022 |
| Schedule of Transactions - December 2022 | Cabinet 6 Dec 2022 |
| Maintained Schools Capital Programme - Summer 2023 | Cabinet 10 Jan 2023 |

**DARLINGTON BOROUGH COUNCIL
FORWARD PLAN**

| | |
|---|---|
| Quarter 2 - Council Plan 2020/23 - Delivering Success for Darlington - Performance Report | Cabinet 10 Jan 2023 |
| Calendar of Council and Committee Meetings 2023/24 | Cabinet 7 Feb 2023 |
| Darlington Capital Strategy including Capital Programme | Council 16 Feb 2023 Cabinet 7 Feb 2023 |
| Housing Revenue Account - Medium Term Financial Plan 2023/24 to 2026/27 | Council 16 Feb 2023 Cabinet 7 Feb 2023 |
| Medium Term Financial Plan 2023/24 to 2026/27 | Council 16 Feb 2023 Cabinet 7 Feb 2023 |
| Project Position Statement and Capital Programme Monitoring - Quarter 3 | Cabinet 7 Feb 2023 |
| Prudential Indicators and Treasury Management Strategy Report 2023/24 | Council 16 Feb 2023 Cabinet 7 Feb 2023 |
| Revenue Budget Monitoring - Quarter 3 | Cabinet 7 Feb 2023 |
| Schools Admissions 2024/25 | Cabinet 7 Feb 2023 |
| Housing Services Allocations Policy | Cabinet 7 Mar 2023 |
| Housing Services Low Cost Home Ownership Policy | Cabinet 7 Mar 2023 |
| Regulatory Investigatory Powers Act 2000 (RIPA) | Cabinet 7 Mar 2023 |
| Annual Audit Letter 2020/21 | Cabinet |

**ADULTS SCRUTINY COMMITTEE
13 DECEMBER 2022**

**CARE HOMES IN SPECIAL MEASURES (EXECUTIVE SAFEGUARDING ARRANGEMENTS) TASK
AND FINISH GROUP – FINAL REPORT**

SUMMARY REPORT

Purpose of the Report

1. To provide an update of the Care Homes in Special Measures (Executive Safeguarding Arrangements) Task and Finish Group, established by this Scrutiny Committee to receive information about those cases where Executive Strategy Meetings had been put in place at Care Homes and Private Hospitals ('Special Measures') and to understand the reasons why Care Homes and Private Hospitals enter Special Measures.

Summary

2. At a meeting of the Adults Scrutiny Committee held on 21 June 2022, Members requested that a piece of work be carried out to allow Members to receive information about those Care Homes in Special Measures, and to understand the reasons as to why those Care Homes had entered Special Measures (Executive Safeguarding Arrangements). Members agreed to undertake a piece of work around this via Task and Finish Review Group.
3. A meeting of the Task and Finish Group was held on 8 November 2022, and a note of the meeting and discussion is attached (**Appendix 1**).

Findings

4. Members noted that over the last three year period there had been ten instances of Care Homes and Private Hospitals being placed in Special Measures, whereas in the three years immediately preceding that there had only been four cases. Members discovered that the increase could be attributed to reason which included improved intelligence, a greater gathering and sharing of information, and greater interaction and more meetings between safeguarding partners from 2019 onwards.
5. The discussions which took place at the Task and Finish Review Group are summarised at **Appendix 1**.

Recommendation

6. It is recommended that the Adult Scrutiny Committee considers and approves the findings and recommendations of the Task and Finish Review Group.

Councillor Bob Donoghue

Chair of Care Homes in Special Measures (Executive Safeguarding Arrangements) Task and Finish Group

Background Papers

None

Paul Dalton: Extension 5805

| | |
|--|--|
| S17 Crime and Disorder | This report has no implications for Crime and Disorder |
| Health and Wellbeing | There are no specific proposals within the report that directly impact on Health and Wellbeing, however the report proposes continued monitoring those Care Homes and Private Hospitals in Special Measures. |
| Carbon Impact and Climate Change | There are no carbon impact or climate change implications in this report. |
| Diversity | There are no specific proposals within the report that impact on diversity issues. All providers must meet their duties under the Equality Act 2010. |
| Wards Affected | All wards |
| Groups Affected | The report proposes continual monitoring to assist with safeguarding residents of Care Homes and Private Hospitals. |
| Budget and Policy Framework | This report does not represent a change to the budget and policy framework |
| Key Decision | Not a key decision |
| Urgent Decision | Not an urgent decision |
| Council Plan | There are no specific proposals within the report that impact on the Council Plan. |
| Efficiency | There are no specific proposals within the report that impact on efficiency. |
| Impact on Looked After Children and Care Leavers | There are no specific proposals within the report that impact on Looked After Children or Care Leavers. |

APPENDIX 1

CARE HOMES IN SPECIAL MEASURES (EXECUTIVE SAFEGUARDING ARRANGEMENTS) TASK AND FINISH GROUP

2.00pm – Tuesday, 8 November 2022

Via Microsoft Teams

PRESENT – Councillor Donoghue (in the Chair); Councillors Mrs. Culley, Curry, Holroyd, Layton and A. J. Scott.

OFFICERS IN ATTENDANCE – Sukhdev Dosanjh, Head of Service, Kevin Kelly, Head of Learning Disability and Mental Health, Amanda Hugill, Safeguarding Partnership Business Manager and Paul Dalton, Elections Officer (Democratic Services).

The following issues were discussed:-

- It was agreed that this Task and Finish Group would be chaired by Councillor Donoghue.
- The Head of Learning Disability and Mental Health provided some background information to those cases where 'Executive Strategy Meetings' (Special Measures) had been put in place. Members were informed that between January 2016 and December 2019, **four** Homes / Private Hospitals had been placed in Special Measures, however between December 2019 and November 2022, **ten** Homes / Private Hospitals were placed in Special Measures, the majority of which were Care Homes for Older People.
- Members were informed that recent cases included Willow Green Care Home (which had been placed in Special Measures one week ago); Middleton Lodge (the Executive Strategy Meeting was taking place the following day to this meeting); and Alviston House (the Executive Strategy Meeting was taking place the following week).
- Members noted the increase from four cases between 2016 and 2019, to ten cases in a similar time period between 2019 and 2022. Reasons for the increase included improved intelligence, a greater gathering and sharing of information, and greater interaction and more meetings between safeguarding partners from 2019 onwards. Members were informed that the Adult Critical Partnership Group was one of the primary mechanisms for sharing information and intelligence, with the group flagging up those cases which had potential for Special Measures, or where a Home / Private Hospital had reached the threshold.
- It was highlighted that the increased partnership working provided many more early indications – again, another reason for the increased cases.
- Another reason for the increase was attributed to the cumulative pressures in the provider market, which included staff recruitment and retention, management

oversight, agency availability, complexity of need, running costs and the impact of Covid. This was not an exhaustive list, however indicated that the provider market was struggling.

- Councillor Layton thanked Officers for their feedback, and acknowledged the challenges faced by the provided market. Councillor Layton also acknowledged the issues in relation to the use of agency staff, recognising that many agency staff won't do extras, stay behind, lack understanding, and causes breaks in the continuity of care. Councillor Layton was hopeful that this would be an understanding and supportive piece of work.
- Councillor Donoghue stated that there was no mention of training in the Head of Learning Disability and Mental Health's opening remarks, however it was stated that the reasons provided were not an exhaustive list.
- The Head of Service highlighted that when a Care Home does come out of Special Measures, areas of sustained improvement continue to be monitored, and the Head of Service confirmed that if a Darlington resident was in a Care Home elsewhere in the North-East (within an authority's area), then the Council would get involved to safeguard our placement.
- Councillor A. J. Scott felt that it would be useful to revisit Members safeguarding training, and sought greater clarification of the difference between Council-owned Care Homes and Private Homes, and how we manage that. Councillor Scott also stated that he felt communication was an issue, as Members generally didn't hear about a Care Home in Special Measures until it appeared in the Press. Councillor Scott suggested that it might be useful if 'Care Homes in Special Measures' was an Agenda Item for each Ordinary Meeting of the Committee.
- The Head of Learning Disability and Mental Health highlighted that the increase in cases had had a huge impact on resources and Officers time, stating that the development of an Action Plan, the exchange of information with the CQC, and the increased Monitoring Visits represented a significant piece of work.
- The Safeguarding Partnership Business Manager stated that the Safeguarding Partnership offered safeguarding training to which Members were welcome to access, or undertake as part of their induction.
- The Head of Service highlighted that there was a strong health involvement, with a multi-agency approach, and the regulator (CQC) involved. Members were asked whether there was a particular aspect that they wished to focus on.
- The Safeguarding Partnership Business Manager stated that the Safeguarding Partnership did provide an update via the Portfolio Holder's Council report, and reiterated that the Safeguarding Partnership retained oversight and took key areas forward.

- Councillor Curry expressed the view that Safeguarding Training was imperative. It was noted that there would be mandatory training following the Local Elections in May 2023.
- Councillor Holroyd enquired whether it was always a safeguarding reason as to why a home would be placed in Special Measures. The Head of Learning Disability and Mental Health explained that it would usually be safeguarding concerns, however it could be timeframe, quality of response received, attendance at strategy meetings, CQC inspection or intelligence from Health colleagues – intelligence is pieced together to provide a cumulative view.
- The Head of Learning Disability and Mental Health highlighted the difference between organisational abuse (usually none deliberate, organisational failings) and deliberate abuse (by individual). It was correct that the Care Home / Private Hospital should be held to account, however the role of safeguarding professionals is also to provide support.
- Councillor A. J. Scott requested more information about the CQC and their role, and wondered whether they would attend and provide training on their role. The Head of Learning Disability and Mental Health stated that they viewed themselves as the regulator and would be surprised if they would attend.
- Councillor Mrs. Culley enquired how any work would be undertaken with the Health and Housing Scrutiny Committee, whether any of the identified ten cases in the last three years were based outside of Darlington (none were), and who decides whether a Care Home or Private Hospital goes into Special Measures. Councillor Mrs. Culley was informed that decisions are made as part of the Darlington Safeguarding Partnership arrangements, with procedures to follow, culminating in the Heads of Service making a recommendation to Assistant Directors seeking permission to instigate an Executive Strategy Meeting.
- The Head of Service advised that, in response to Councillor A. J. Scott's request, he would be willing to approach the CQC with a view to asking that they attend a Scrutiny Committee meeting to provide a presentation on their processes.
- Councillor Curry stated that in her experience Care Homes on decline have brought in a new manager to lead the ship. Councillor Donoghue echoed his earlier point that training was important. The Safeguarding Partnership Business Manager highlighted that training was reflected in the Action Plan, and that the Darlington Safeguarding Partnership do deliver training sessions when requested, however the requirement is on homes.
- The Head of Learning Disability and Mental Health stated that as part of their contract providers are expected to ensure that the training matrix is up to date, and this is checked during monitoring meetings to ensure compliance. Councillor

Donoghue was keen to ensure that there was a written record (evidence) of training, and the Head of Service reassured Members that records were kept, and this also included induction plans, fire evacuation procedures, supervision notes, etc.

- Councillor Layton enquired how the training for agency staff was monitored, and whether all agency staff were compliant. The Head of Learning Disability and Mental Health stated that the commissioner had a responsibility to ensure that the agency that they were commissioning from was fully compliant, and that the agency was CQC registered. The Head of Service highlighted that it was not for the Council to check or dictate terms to agency staff – it was the responsibility of the agency to ensure that their staff’s particulars (DBS Checks, etc.) were all in order.
- Councillor Holroyd expressed concern that carers and care staff were not stimulating residents, and suggested that care was not just about safety, but also about stimulating residents. The Head of Service agreed, stating that care was also about well-being – not just warehousing people, but providing stimulating and progressive activity. The Head of Learning Disability and Mental Health highlighted that Activities Co-ordinators do work in Care Homes to engage residents, and that care plans are monitored to ensure that they remain person-centred.
- Councillor Curry cautioned that residents shouldn’t be forced to feel part of a wider community.
- Councillor A. J. Scott stated that he was satisfied with the information provided during the meeting, however reiterated that it was important to continue to have oversight, and receive regular updates.
- Discussion ensued on the scope of the reports that would come to Scrutiny, and the mechanisms by which appropriate confidential information could be received by the Scrutiny Committee. Councillor Layton supported the proposal for a presentation from the CQC on their role.

IT WAS AGREED – (a) That the Adults Scrutiny Committee receive a six-monthly report on those Homes in Special Measures.

(b) That the CQC be approached with a view that representatives attend a future meeting of the Committee and provide a presentation on the role of the CQC and respond to questions from Members.