



**DARLINGTON**

Borough Council

# Adults Scrutiny Committee Agenda

1.30 pm, Tuesday, 8 September 2026  
Council Chamber, Town Hall, Darlington DL1 5QT

**Members of the Public are welcome to attend this Meeting.**

1. Introductions/Attendance at Meeting (Pages 3 - 4)
2. Declarations of Interest
3. To approve the Minutes of the meeting of this Scrutiny Committee held on 23 June 2026.  
(Pages 5 - 6)
4. Safeguarding - ASC – Report of the Assistant Director - Adult Social Care.  
(Pages 7 - 12)
5. Transformation Plan – Report of the Assistant Director - Adult Social Care.  
(Pages 13 - 22)
6. Performance Indicators End of Year Report 2026/27 – Report of the Assistant Director -  
Adult Social Care. (Pages 23 - 38)
7. Work Programme 2026/27 – Report of the Assistant Director - Law and Governance.  
(Pages 39 - 54)
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

A handwritten signature in black ink, reading 'A. C. Wennington'. The signature is fluid and cursive, with a long horizontal stroke extending from the bottom of the 'n'.

**Amy Wennington**  
**Assistant Director Law and Governance**

**Friday, 28<sup>th</sup> August 2026.**

**Town Hall**  
**Darlington.**

**Membership**

Councillors Anderson, Crudass, Crumbie, Layton, Mammolotti, M Nicholson, Pease, Storr, Tostevin and Vacancy

If you need this information in a different language or format or you have any other queries on this agenda please contact James McAllister ([james.mcallister@darlington.gov.uk](mailto:james.mcallister@darlington.gov.uk)), Democratic Officer, Resources and Governance 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

**Briefing for scrutiny committees**

Climate change can affect anyone, but some people have the potential to be more affected than others. How badly a person or group will be affected will depend not just on their exposure to the event, but on their social vulnerability – that is, how well they are able to cope with and respond to events like floods and heatwaves. People and communities experiencing multiple causes of vulnerability are the most extremely socially vulnerable.

Tackling climate change is a shared responsibility. It is deeply connected to other policy issues and local action is necessary for sustainable solutions. We need to be clear how any proposal/project impacts on our carbon emissions and how it affects our resilience. It is also important that the decisions we make do not prevent other people from reducing their own emissions or improving their own resilience.

Scrutiny has a critical role to play in these cross-cutting issues. Climate change as a stand-alone issue sits in the purview of the Economy and Resources Scrutiny Committee, but everything we do either has an impact on, or is impacted by, climate change so it is important for all scrutiny committees to also ensure that everything that comes in front of them has considered it.

The Council Plan now includes climate change as a key principle underpinning everything we do. The guidance notes for cabinet and decision papers have also been updated so the “carbon impact” box should never say no impact. Clearly, proposals or projects will differ, depending on what is being discussed, and not all of the questions below will apply to everything that comes to a scrutiny committee, but they should help to tease out how the officers have come to that decision.

**Questions for scrutiny committee members to ask**

1. Will the proposal/project result in an increase in carbon emissions?
  - How have you ensured that energy is not wasted or lost through poor insulation, heating the wrong areas or inefficient lighting?
  - Will there be an increase in business travel or commuting?
  - How easy will it be for people to travel by public transport, bicycle or walking?
  - Is there a need for travel at all?
  - Will there be an increase in waste disposal?
2. How will you reduce emissions?
  - How can you reduce energy use?
  - How can you reduce use of natural resources?
  - How can you ensure suppliers are working in a sustainable way?
  - How can you reduce waste?
  - How can you improve energy efficiency?
3. Will the proposal have any impacts on biodiversity (positive or negative)?
  - Will there be a net reduction in trees?
  - Are there opportunities for planting?
  - Are there other habitats or wildlife considerations?

4. Does the proposal incorporate/promote the development of renewable energy?
  - How can you increase the use of renewable energy in your project?
5. How can you minimise emissions from transport?
  - How can your project enable and encourage active travel?
  - How can you reduce the need for travel at all?
6. How will you make the proposal/project resilient to the impacts of climate change, such as more frequent severe weather, floods and heatwaves?
  - How can your project be designed to be resilient to these occurrences?
  - How can you ensure the building does not overheat in summer?
  - How will your service travel during these events?
  - How can communities using your service be protected?

#### Supplementary questions

- Does any procurement consider the impact on the environment?
- How does the project/proposal support the climate change strategy, tree and woodland strategy and sustainable communities strategy?
- How does the project/proposal support local businesses and employers to be sustainable?
- How can the project/proposal help develop local skills?

## **ADULTS SCRUTINY COMMITTEE**

Tuesday, 23 June 2026

**PRESENT** – Councillors Anderson (Chair), Crudass, Layton, Mammolotti, M Nicholson and Storr.

**APOLOGIES** – Councillors Crumbie, Pease and Tostevin.

**ALSO IN ATTENDANCE** – Councillor Curry.

**OFFICERS IN ATTENDANCE** – Joss Harbron (Assistant Director - Adult Social Care) and James McAllister (Democratic Officer).

### **AD1 TO CONSIDER THE DATES AND TIMES OF MEETINGS OF THIS COMMITTEE FOR THE MUNICIPAL YEAR 2026/2027**

**RESOLVED** – That the meeting dates of this Scrutiny Committee for the Municipal year 2026/27 be approved, with the amendment that the meeting scheduled for 9:30am - Tuesday 18<sup>th</sup> August 2026, be moved to 1:30pm - Tuesday 8<sup>th</sup> September 2026.

### **AD2 DECLARATIONS OF INTEREST**

There were no declarations of interest reported at this meeting.

### **AD3 TO APPROVE THE MINUTES OF THE MEETING OF THIS SCRUTINY COMMITTEE HELD ON 14 APRIL 2026**

**Submitted** – The Minutes (previously circulated) of the meeting of this Scrutiny Committee held on 14 April 2026.

**RESOLVED** – That the Minutes of the meeting of this Scrutiny Committee held on 14 April 2026 be approved as a correct record.

### **AD4 WORK PROGRAMME 2026/27**

The Assistant Director, Law and Governance, submitted a report (previously circulated) which requested that Members considered the Work Programme items scheduled to be considered by this Scrutiny Committee during 2026/27.

Following the Annual Briefing of this Scrutiny Committee held on 4 June 2026, a draft Work Programme had been prepared, and Members agreed that the provisional items and timeframes be approved.

The Democratic Officer informed the committee that Members of the Children and Young People Scrutiny Committee will receive an invitation to attend the meeting of the Adults Scrutiny Committee held on 27 October 2026 to hear the Autism Strategy and Action Plan Update. The Procurement Process Overview will instead be delivered through an all-Member briefing to aid all Members rather than just those on the Adults Scrutiny Committee.

**RESOLVED** – Members agreed the Work Programme for the Municipal Year 2026/2027.

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**ADULTS SCRUTINY COMMITTEE**  
**8 SEPTEMBER 2026**

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**SAFEGUARDING – ADULT SOCIAL CARE**

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**SUMMARY REPORT**

**Purpose of the Report**

1. To provide Adults Scrutiny Committee with an overview of Adult Social Care (ASC) safeguarding arrangements, including the Executive Strategy Procedure, services currently subject to those arrangements, and preventative and quality assurance activity to help adults with care and support needs live safely and free from abuse and neglect.

**Summary**

2. This report summarises ASC safeguarding arrangements in Darlington, including the statutory duty to respond where adults with care and support needs may be experiencing, or at risk of, abuse or neglect. It explains the key safeguarding functions that support this duty, including referral and triage, Making Safeguarding Personal, safeguarding enquiries, strategy meetings, the online portal, risk notifications, provider monitoring and multi-agency information sharing. These arrangements help ensure concerns are screened, prioritised and directed to the right response at the earliest opportunity.
3. The report also explains how the Executive Strategy Procedure is used where there are serious or repeated concerns about a care provider, organisation or complex safeguarding matter. This may include concerns about medication management, care planning, risk assessment, staffing, leadership, governance, neglect or acts of omission. The report updates Members on services that have moved through, or remain subject to, Executive Strategy arrangements during 2025 to 2026, and highlights work by ASC, the Safeguarding Adults Team, contracts, commissioning and partners to identify risks earlier, improve decision-making and strengthen assurance about provider safety and quality.

**Recommendation**

4. It is recommended that Members:
  - (a) note the contents of this report and the role of the Executive Strategy Procedure in supporting the Council's statutory safeguarding duties under the Care Act 2014 and Darlington Safeguarding Partnership procedures; and
  - (b) receive six monthly updates on services subject to Executive Strategy arrangements, including progress against provider action plans, learning from multi-agency activity, and wider themes relating to safeguarding, quality assurance and prevention.

**ASSISTANT DIRECTOR**  
**Joss Harbron, Assistant Director, Adult Social Care**

**Background Papers**

5. Safeguarding Adult arrangements and the Executive Strategy Procedure presentation, Rachel Watt, Service Manager; Darlington Safeguarding Partnership Adult Safeguarding Multi-Agency Policy and Procedures, including Executive Strategy Process – Responding to Serious Concerns; Adults Scrutiny Committee report, Care Homes in Executive Strategy Measures / Arrangements, February 2026.

Rachel Watt: 6304

|                                          |                                                                                                                                                                                                                                                                                                                                                  |
|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Council Plan                             | The report supports the Council Plan by promoting the safety and wellbeing of adults with care and support needs and strengthening partnership working with providers and safeguarding partners.                                                                                                                                                 |
| Addressing inequalities                  | The Executive Strategy Procedure supports a proportionate, person-centred response to adults who may be experiencing, or at risk of, abuse or neglect. It helps ensure adults with care and support needs receive coordinated protection and that provider concerns are considered in the context of wellbeing and Making Safeguarding Personal. |
| Tackling Climate Change                  | There are no direct climate change implications arising from this report.                                                                                                                                                                                                                                                                        |
| Efficient and effective use of resources | The Executive Strategy Procedure supports coordinated multi-agency action, reduces duplication and helps target resources where risks are highest and sustained improvement is needed.                                                                                                                                                           |
| Health and Wellbeing                     | The report supports health and wellbeing priorities by focusing on safeguarding adults, reducing risk and improving the safety and quality of care.                                                                                                                                                                                              |
| S17 Crime and Disorder                   | There are no direct Section 17 Crime and Disorder implications arising from this report. Where concerns indicate potential criminal offences, these are considered through the appropriate safeguarding and partner agency arrangements.                                                                                                         |
| Wards Affected                           | All wards may be affected, as adults with care and support needs may live in, or receive services from providers operating across Darlington.                                                                                                                                                                                                    |
| Groups Affected                          | Adults with care and support needs, family carers, care providers, commissioned services, partner agencies and staff involved in safeguarding adults activity.                                                                                                                                                                                   |
| Budget and Policy Framework              | There are no direct changes to the Budget and Policy Framework. Activity is managed through existing safeguarding, commissioning, contracts and ASC arrangements.                                                                                                                                                                                |

|                                                  |                                                                                                                                                                                    |
|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Key Decision                                     | This is not a key decision.                                                                                                                                                        |
| Urgent Decision                                  | This is not an urgent decision.                                                                                                                                                    |
| Impact on Looked After Children and Care Leavers | This report has no impact on Looked After Children or Care Leavers; the current care homes in Executive Strategy arrangements are registered for individuals over 55 years of age. |

## MAIN REPORT

### Information and Analysis

6. Safeguarding adults is a statutory responsibility under the Care Act 2014 and Care and Support Statutory Guidance. The Council must make, or arrange, enquiries where it has reasonable cause to suspect that an adult with care and support needs is experiencing, or is at risk of, abuse or neglect and is unable to protect themselves because of those needs. Darlington's approach is also guided by the Darlington Safeguarding Partnership Adult Safeguarding Multi-Agency Policy and Procedures.
7. Safeguarding is everyone's responsibility. The Council works with partners to prevent abuse, reduce risk, share information appropriately and promote the adult's views and wishes. This is known as Making Safeguarding Personal and means the adult's safety, dignity, wellbeing and desired outcomes remain central to safeguarding activity.
8. ASC performance data for 2025 to 2026 shows safeguarding activity remains significant. During the year, 956 safeguarding enquiries were started, compared with 912 in 2024 to 2025 and 1,047 in 2023 to 2024. Of these, 305 progressed to a strategy meeting, a conversion rate of 31.9%. This shows that while many concerns are received, around one third require a formal strategy meeting. It reinforces the importance of effective triage, proportionate decision-making and early identification of themes, particularly where concerns relate to provider quality, repeated incidents or wider organisational risk.
9. Routes into ASC are also changing. The online portal gives people, carers, professionals and partner agencies a digital route to raise ASC requests, including safeguarding concerns. It supports flow by receiving information in a structured way, reducing reliance on telephone contact and helping staff identify the nature of the request earlier. It also supports triage by helping staff screen and direct contacts to the right response, such as advice, signposting, a new referral, a service at the point of contact, or safeguarding consideration. During 2025 to 2026, 91 people accessed the portal, compared with 44 the previous year. The main reasons were requests for occupational therapy assessments and Care Act assessments, but portal activity also included safeguarding adult concerns. Of the 91 portal contacts, 33 either progressed to a new referral or resulted in a service at the point of contact. Although portal activity remains a small part of overall demand, the increase shows more people are using digital routes to raise issues and seek support. The portal also provides additional intelligence on risks, access and patterns of need.
10. Risk notifications are part of the preventative safeguarding approach. They capture lower-level incidents, concerns and emerging themes that may not, on their own, meet the threshold for a formal safeguarding enquiry. When reviewed alongside safeguarding

referrals, provider monitoring information, complaints, CQC intelligence and professional feedback, risk notifications can identify patterns earlier. This is particularly important where concerns relate to repeated medication errors, falls, staffing pressures, poor communication, missed care, delays in escalation or other signs of deteriorating quality. The aim is to support earlier provider intervention and reduce escalation into serious or repeated safeguarding activity.

11. The Executive Strategy Procedure is used where there are serious concerns about a provider, organisation or complex safeguarding matter. It brings relevant agencies together to share information, assess risk, agree action, monitor improvement and decide when there is enough assurance to conclude the process. It does not replace individual safeguarding enquiries, which continue where an adult at risk needs a personal safeguarding response.
12. The procedure may be used where there are repeated safeguarding concerns, serious issues identified through contract monitoring, significant Care Quality Commission concerns, whistleblowing, or evidence of wider unsafe practice. It provides a structured way to review the overall safety, leadership, governance and quality of a service.
13. During 2025 to 2026, two services progressed out of Executive Strategy arrangements after improvement was evidenced. One was a residential service for adults, most of whom were living with mental health difficulties, where concerns included care planning, risk assessment, admissions, management stability and neglect. Key learning included the need for robust admissions processes, consideration of people already living in the service, and the right staff skills to meet people's needs safely. A second residential service for people with a learning disability improved its management arrangements and supported one person to move to a more suitable setting, reducing safeguarding concerns and supporting the wellbeing of others living there.
14. There are currently two care homes in Darlington subject to Executive Strategy arrangements. To protect confidentiality, they are referred to as Care Home 1 and Care Home 2. Both provide care to adults with care and support needs and have required sustained multi-agency oversight because of recurring safeguarding and regulatory concerns.
15. Care Home 1 is a residential and nursing care home with capacity for just over 40 residents. It has been subject to Executive Strategy oversight since December 2024 and remains relevant to the 2025 to 2026 reporting period. Concerns have included medication management, clinical governance, staffing, leadership, care planning, record keeping, pressure area care, equipment, and the recognition and escalation of deteriorating residents. The home has also experienced organisational instability and has operated at reduced occupancy to support closer oversight and safer staffing.
16. The multi-agency response for Care Home 1 has included Executive Strategy meetings, safeguarding enquiries, contract monitoring, Care Quality Commission engagement, input from health partners, medication optimisation support, public health advice and resident reviews. Admissions were suspended, later eased on a phased and tightly controlled basis when improvement was seen, and then suspended again when further concerns emerged. ASC currently undertakes five social work visits each week. There is also a block on admissions agreed with the Integrated Care Board and other local authorities with people

placed in the home. Executive Strategy oversight remains necessary while partners seek assurance that improvements are sustained and that safe, well-governed care can be consistently delivered.

17. Care Home 2 is a larger residential and nursing care home. It entered Executive Strategy arrangements in 2025 following repeated safeguarding and regulatory concerns about medication administration, staffing, neglect and acts of omission, care delivery, leadership and governance. The home has operated at less than half capacity for a sustained period and has experienced high staff turnover, reliance on agency staff and changes in senior management. New admissions remain suspended while the provider is required to evidence sustained improvement.
18. The main concerns for Care Home 2 relate to medication management, safe care and governance. These include missed or unactioned medication, discrepancies in records and stock, poor recording of topical and as-required medication, concerns about controlled drugs, underreporting of safeguarding incidents, delays in risk notification, gaps in care planning, poor communication, and cleanliness and infection prevention and control. The Care Quality Commission has taken regulatory action, including warning notices in relation to safe care and treatment and good governance, and the service has been rated inadequate.
19. The Executive Strategy group has required Care Home 2 to maintain an improvement plan, provide regular updates, evidence daily medication checks and governance audits, engage with safeguarding training and respond promptly to professional communications. The Council, Safeguarding Adults Team, contracts and commissioning colleagues, health partners, medicines optimisation colleagues, CQC and placing authorities continue to monitor the service. Improvements have been observed, and phased admissions have been agreed, subject to strict oversight and continued assurance.
20. Across both homes, the main issue is the recurrence of safeguarding themes rather than single incidents. These themes indicate weaknesses in governance, clinical oversight, leadership grip and learning from concerns. The Executive Strategy Procedure helps partners maintain focus, avoid duplication and require providers to evidence embedded and sustained improvement. The safety, wellbeing and dignity of residents remain the central focus.
21. Darlington's safeguarding triage arrangements support earlier identification of risk. Where a person is open to a social care team, triage is completed by the relevant team manager or senior practitioner. Where the person is not open to a Darlington team, triage is completed by the Safeguarding Adults Team. A safeguarding triage tool supports practitioners to gather information, consider safe contact, identify repeat concerns and apply Making Safeguarding Personal. Decisions to close referrals with no further action are reviewed through weekly referral meetings to support consistency and oversight.
22. Prevention remains a key part of Darlington's safeguarding approach. Current work includes the risk notification pilot, which helps identify patterns from lower-level incidents and concerns earlier. ASC also provides continuing professional development for practitioners and partners, and there are stronger links between the Safeguarding Adults Team, contracts, commissioned services, CQC and ASC teams. These arrangements help identify emerging risks, agree coordinated responses and reduce escalation.

23. Overall, the Executive Strategy Procedure provides an important assurance mechanism for Scrutiny. It supports a coordinated response to serious provider concerns, strengthens oversight of improvement activity, and ensures learning from safeguarding concerns informs wider quality assurance and provider monitoring.

#### **Outcome of Consultation**

24. This report is informed by ongoing multi-agency safeguarding activity, Darlington Safeguarding Partnership procedures, Executive Strategy meetings, provider monitoring and ASC safeguarding governance. No formal public consultation has been undertaken, as the report provides assurance and information to Scrutiny rather than proposing a policy or service change.

**ADULTS SCRUTINY COMMITTEE  
8 SEPTEMBER 2026**

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**ASC TRANSFORMATION PLAN UPDATE**

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**SUMMARY REPORT**

**Purpose of the Report**

1. To provide Members with an update on progress against the Adult Social Care (ASC) Transformation Plan 2023–2026, including achievements delivered to date, current actions and service improvement activity, emerging priorities for 2026/27, and the proposed approach to refreshing the transformation plan for the next phase.

**Summary**

2. Adult Social Care has made good progress against the 2023–2026 transformation priorities, including prevention and early help, front door arrangements, safeguarding governance, CQC assurance, commissioning, market oversight, digital improvement and outcomes-focused practice. Darlington’s 2025 CQC assessment rated Adult Social Care as Good, recognising strengths in practice, leadership, safeguarding, partnership working and learning, while also identifying areas for further improvement including timeliness, unpaid carers, equity of experience, transitions and stronger evidence of impact.
3. The service is now moving into a refreshed phase of transformation because demand, complexity and cost pressures continue to increase. The refreshed plan will support delivery of the Medium Term Financial Plan by targeting recurrent, attributable savings of £750k in each remaining year of the plan, alongside cost avoidance, demand management, income maximisation from appropriate sources including NHS Continuing Healthcare, Funded Nursing Care and joint funding arrangements, and reduced escalation into higher-cost support.

**Recommendation**

4. It is recommended that:
  - (a) Members note the progress made against the Adult Social Care Transformation Plan 2023–2026 and the associated service improvement activity.
  - (b) Members endorse the proposed refresh of the transformation plan for 2026 onwards, with a sharper focus on outcomes-focused practice, preparation for adulthood, digital access, data-led decision-making, market sustainability, prevention, independence and financial sustainability.
  - (c) Members receive future updates on delivery milestones, performance, financial benefits, savings, cost avoidance, income maximisation and areas for improvement through the Adults Scrutiny Committee.

**ASSISTANT DIRECTOR**  
**Joss Harbron – Adult Social Care**

**Background Papers**

5. Adult Social Care Transformation Plan 2023–2026 / Our Vision for Adult Social Care in Darlington 2023–2026: <https://www.darlington.gov.uk/media/q4couxmc/vision-for-adult-social-care-in-darlington.pdf>
6. CQC Assurance Framework update and inspection information: <https://democracy.darlington.gov.uk/ieDecisionDetails.aspx?ID=1833>
7. Market Position Statement and Commissioning Strategy 2024–2027: <https://www.darlington.gov.uk/media/j4bppx0u/market-position-statement-and-commissioning-strategy.pdf>
8. Adult Social Care Prevention Strategy 2024–2028: <https://www.darlington.gov.uk/media/m12hpe3k/adult-socail-care-prevention-strategy-2024-2028.pdf>
9. Darlington Adult Services Digital Strategy: <https://www.darlington.gov.uk/adult-social-care/what-is-adult-social-care/darlington-adult-services-digital-strategy/main-priorities/>

Joss Harbron: 5278

|                                          |                                                                                                                                                                                                                                                                                                                                           |
|------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Council Plan                             | The report supports the Council Plan by contributing to the THRIVE ambitions, particularly helping people to live well, remain independent, be safe, be included and access support at the right time.                                                                                                                                    |
| Addressing inequalities                  | The transformation plan includes a specific focus on equity of experience, reducing inequalities, improving access, strengthening co-production and using data to understand outcomes for different groups.                                                                                                                               |
| Tackling Climate Change                  | There are no direct climate change implications arising from this update. Future commissioning and service redesign will continue to consider social value, local provision and sustainable use of resources.                                                                                                                             |
| Efficient and effective use of resources | The transformation programme is central to improving outcomes and making best use of resources. It focuses on prevention, independence, right-sized support, digital improvement, effective commissioning and better use of performance intelligence. The refreshed programme will be expected to deliver recurrent, attributable savings |

|                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                  | of £750k in each remaining year of the Medium Term Financial Plan, supported by clear tracking of cashable savings, cost avoidance, demand management, maximising income from appropriate funding sources including CHC, FNC and joint funding, and avoiding non-recurrent underspend being counted as transformation savings.                                                                                                                                                                                                                              |
| Health and Wellbeing                             | The plan supports improved health and wellbeing by strengthening prevention, reablement, community support, unpaid carer support, preparation for adulthood, safeguarding and partnership working with health and voluntary sector partners.                                                                                                                                                                                                                                                                                                                |
| S17 Crime and Disorder                           | There are no direct Section 17 Crime and Disorder implications arising from this report.                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Wards Affected                                   | All wards in Darlington.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Groups Affected                                  | Adults with care and support needs, unpaid carers, young people preparing for adulthood, providers, staff, partners and residents who may need information, advice, prevention or support from Adult Social Care.                                                                                                                                                                                                                                                                                                                                           |
| Budget and Policy Framework                      | This report does not change the budget and policy framework. The refreshed transformation plan will support delivery of agreed savings, demand management and sustainable use of resources. Savings will need to be recurrent, attributable to specific interventions and evidenced at case or cohort level. The plan will distinguish between cashable savings, cost avoidance, income maximisation, debt avoidance, debt recovery and non-recurrent underspend. This will include reviewing costs and charging arrangements where appropriate and lawful. |
| Key Decision                                     | This is not a key decision.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Urgent Decision                                  | This is not an urgent decision.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 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**

10. The Adult Social Care Transformation Plan 2023–2026 brought together the Council's vision for adult social care, commissioning intentions, quality assurance, workforce development, service redesign and CQC assurance activity into one coherent programme. It was developed in response to national reform, local demand and financial pressures, and the need to deliver care and support that is more preventative, strengths-based, person-centred and sustainable.
11. The original plan was aligned to the Adult Social Care Vision 2023–2026 and the Council's THRIVE ambitions. It focused on amazing practice, strength-based working, co-production, market shaping, safeguarding, continuity of care, workforce development, digital improvement, intelligence-led planning and efficient use of resources.
12. Good progress has been made. Adult Social Care has strengthened quality assurance and audit arrangements, improved CQC readiness, developed clearer evidence of improvement, progressed digital and data work, improved commissioning specifications, continued market engagement, and strengthened the focus on prevention, independence and outcomes. The 2025 CQC assessment rated Darlington Adult Social Care as Good, while also identifying areas where further improvement is needed, particularly timeliness, carers, equity of experience, transition arrangements and evidence of impact.

### **Key Achievements, Assurance and Evidence**

13. The transformation plan has moved Adult Social Care from a collection of separate improvement projects to a more coherent programme focused on prevention, independence, safeguarding, quality, market sustainability, responsible financial management and evidence-led leadership. The refreshed Adult Social Care Vision 2026–2029 confirms that the next phase must retain this direction while placing greater emphasis on impact, consistency and measurable outcomes.
14. Prevention, early help and independence have become a stronger thread through adult social care activity. The direction of travel is to prevent, reduce and delay the need for formal care by improving information and advice, strengthening reablement and short-term support, making better use of community assets, supporting unpaid carers earlier, and working with health, housing and voluntary sector partners closer to where people live. Evidence from the transformation work shows that prevention is most effective when it is embedded in assessment, review, brokerage, commissioning and provider conversations, rather than treated as a separate service offer.
15. The front door has continued to develop as a key point for early help, advice, triage, safeguarding contact and short-term intervention. The Adult Contact Team provides information, advice and signposting, reviews self-assessments submitted through the website, responds to urgent adult social care requests, supports unscheduled reviews, links with the Emergency Duty Team and works closely with safeguarding colleagues. The front door focus is increasingly on wellbeing, prevention, safety and proportionate support, with the aim of resolving needs earlier where possible and transferring people promptly to the most appropriate team where ongoing support is required.

16. Safeguarding remains a central achievement and a continuing priority. Darlington has strengthened safeguarding governance, updated procedures, improved links between the front door and safeguarding team, developed risk notification arrangements to identify patterns and themes, and maintained Practice Support Forums and risk prioritisation arrangements for complex or high-risk decision-making. Safeguarding activity is supported by Making Safeguarding Personal, partnership oversight through Darlington Safeguarding Partnership, learning from self-neglect and hoarding practice, and quality assurance of safeguarding closures. This provides assurance that safeguarding is embedded as everyone's business, while recognising that ongoing work is needed to evidence impact, strengthen transitions, and respond to changing legal requirements including deprivation of liberty and mental capacity developments.
17. The CQC assessment provides an important external marker of progress. Darlington Borough Council Adult Social Care was rated Good in 2025. This recognised positive practice, leadership, safeguarding, partnership working, learning and feedback from people and carers. The rating gives Members assurance that the service has a strong foundation, but it should not be seen as the end point of improvement. The CQC findings also highlighted the need to improve fairness of experience and outcomes, waiting times and key processes, support for unpaid carers, transition arrangements, co-production and the evidence base showing how activity is improving people's lives.
18. Evidence gathered through self-assessment, staff briefings, service improvement work and IMPOWER test-and-learn activity shows that outcomes-focused practice can improve both quality of life and use of resources. The IMPOWER work identified that a very high proportion of reviewed people had opportunities to be more independent, with significant potential savings identified through outcomes-led reviews, stronger brokerage and clearer progression planning. This supports the case for scaling the approach across assessment, review, support planning, provider relationships and commissioning.
19. Areas for improvement are clear and will shape the refreshed plan. These include reducing avoidable waiting and improving flow across assessment, financial assessment, support planning and review; strengthening carers' identification, assessment and support; improving equality data and targeted engagement to evidence equity of experience; improving preparation for adulthood and post-19 transitions; developing a clearer digital front door; improving dashboards and real-time performance intelligence; and ensuring that safeguarding, quality assurance, complaints, feedback and lived experience are used consistently to drive learning and improvement.

| Area                      | Evidence of progress                                                                                                                                 | Impact and next step                                                                                                                   |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| CQC assurance             | Adult Social Care was rated Good in 2025, with strengths recognised in practice, leadership, safeguarding, partnership working and learning.         | Use the rating as a platform for continuous improvement, with stronger evidence of impact, timeliness, carers, equity and transitions. |
| Prevention and front door | The Adult Contact Team provides advice, triage, urgent response, self-assessment review and links with safeguarding and emergency duty arrangements. | Develop a clearer prevention and digital front door model to resolve needs earlier and reduce avoidable escalation.                    |

|                           |                                                                                                                                                              |                                                                                                                                                         |
|---------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| Safeguarding              | Safeguarding governance, risk notifications, Making Safeguarding Personal, Practice Support Forums and quality assurance of closures have been strengthened. | Continue to evidence impact, strengthen learning from themes and maintain assurance on complex risk, mental capacity and deprivation of liberty issues. |
| Outcomes-focused practice | IMPOWER test-and-learn activity identified opportunities to improve independence through reviews, brokerage and progression planning.                        | Scale outcomes-led reviews across assessment, support planning, commissioning and provider conversations.                                               |
| Financial sustainability  | The programme is linked to a £750k recurrent annual savings target, alongside cost avoidance, CHC/FNC income maximisation and debt recovery.                 | Introduce a monthly benefits tracker reconciled with Finance to distinguish cashable savings, cost avoidance, income and non-recurrent underspend.      |

### Financial Impact and Benefits Tracking

20. A key achievement has been the development of a stronger outcomes-focused approach to practice and commissioning. Work with IMPOWER and local test-and-learn activity has shown that many people have opportunities to be more independent when reviews, brokerage, provider conversations and decision-making are focused on outcomes, progression and the right level of support. This learning is now shaping the refreshed transformation priorities.
21. Preparation for Adulthood has become a major area of improvement. A draft strategy has been developed, the former transition arrangements are being reshaped into a clearer multi-agency approach, and work is underway to improve early planning from Year 9, strengthen Care Act transition assessments, improve EHCP contributions, support independence skills and provide clearer information for young people and families. With support from Partners in Care and Health there will be further analysis and guidance to provide further evidence and recommendations during autumn 2026.
22. Service redesign has also progressed. The in-house Day Opportunities and Short Breaks review has identified the need to modernise provision, increase flexibility, improve community access and better meet the needs of people with learning disabilities, autistic people, people with physical support needs and young people preparing for adulthood. The emerging preferred direction is a phased hub-and-spoke model, supported by targeted consolidation where appropriate and longer-term consideration of future building requirements.
23. Digital and data-led improvement is an increasingly important part of the programme. Work is progressing on digital access, portals, DocuSign, brokerage improvement, better dashboards and improved use of intelligence to understand demand, cost, quality and outcomes. This will support better operational grip, clearer performance reporting and more timely decision-making.
24. The programme has also supported improvements in commissioning and market development. Updated service specifications, provider engagement and contract monitoring are placing greater emphasis on prevention, independence, social value, quality, safeguarding, inclusion, workforce development and measurable outcomes. This

is particularly important given pressures in domiciliary care, supported living, specialist provision and services for people with complex needs.

25. Despite progress, the operating context remains challenging. Working age adult expenditure is rising, with previous analysis identifying growth of £2.4m between 2023/24 and 2024/25. This reinforces the need for a focused transformation programme that improves outcomes while also addressing the sustainability of care and support.
26. The financial impact of the refreshed transformation plan will be monitored through a clear benefits framework. The current planning assumption is that the programme will contribute £750k recurrent savings in each remaining year of the Medium Term Financial Plan, with savings recorded only where they are cashable, sustainable and attributable to specific transformation activity rather than one-off underspends, timing differences, vacancies or delayed demand.
27. The strongest immediate financial opportunity is within Working Age Adults transformation. IMPOWER analysis identified opportunities to improve independence and reduce costs through outcomes-led reviews, better brokerage, stronger prevention, preparation for adulthood and more effective commissioning, with test-and-learn activity identifying £476k of potential savings and cost avoidance over 12 months from reviewed individuals.
28. A further financial priority is to maximise appropriate income and ensure the correct organisation pays for the right care. Continuing Healthcare (CHC) is NHS-funded care for people with a primary health need, while Funded Nursing Care (FNC) contributes to the nursing element of care in nursing homes. Local CHC business case work has identified that Darlington's CHC conversion rate has been significantly below national and regional benchmarks despite high assessment activity, creating a risk that residents do not always access NHS-funded support when eligible and that the Council carries avoidable health-related costs. Strengthening CHC leadership, evidence preparation, challenge at Decision Support Tool meetings, review of triaged-out checklists, scrutiny of downgrades and oversight of joint funding arrangements will therefore form part of the refreshed transformation plan.
29. This work is both a fairness issue and an issue of responsible financial management. Where a person's needs are primarily health-related, the NHS should meet the relevant costs and the individual should not be charged for care that should be free at the point of delivery. Where joint funding is appropriate, the Council will need to ensure that funding splits are lawful, evidence-based and regularly reviewed. Where FNC applies, the Council will need to ensure that the nursing element is identified correctly and that care costs are not duplicated or incorrectly attributed to the local authority.
30. The refreshed plan will also include a stronger focus on income, charging and debt management. This will include timely and accurate financial assessments, earlier communication with people and families about charging, clearer links between assessment, care planning and finance, review of Disability Related Expenditure where appropriate, improved oversight of direct payments, and review of costs and charging arrangements where these can lawfully be updated. The aim is to reduce avoidable debt, prevent incorrect charging, improve recovery of legitimate charges, and ensure that people receive clear information before debt builds up.

31. Debt avoidance and recovery will be treated as part of the wider transformation benefits framework. Existing budget and outturn work has identified significant aged debt across residential, nursing and non-residential care, with delays linked to mental capacity, appointeeship or deputyship, probate, complaints, safeguarding, direct payments and legal recovery. The next phase will strengthen early identification of financial capacity issues, referrals to the Financial Protection Team, proactive engagement with families, clearer billing and reminders, flexible payment arrangements, prioritisation of high-value and older debt, and regular reporting through finance and operational dashboards.
32. Early delivery has provided evidence that this approach can release tangible financial benefit. Case reviews completed during the IMPOWER project period from January to May 2026 identified realised savings equivalent to the cost of the project, with member briefing material reporting £330k of saving. This demonstrates the importance of maintaining a disciplined benefits-tracking approach so that reported savings are reconciled with Finance and clearly separated from assumptions, cost avoidance or non-recurrent underspend.
33. The refreshed plan will use a simple financial benefits framework. Cashable savings will require an intentional intervention, an attributable reduction in package cost or spend, and a sustainable impact beyond the current year; cost avoidance will be recorded where intervention prevents future escalation; income maximisation will be recorded separately where CHC, FNC, joint funding, charging, debt recovery or other legitimate funding routes reduce the net cost to the Council; and underspend will be reported separately where it arises from timing, vacancies, delayed placements, provider capacity or other non-recurrent factors.
34. The main routes to financial impact will be: reducing escalation into high-cost care through prevention and early help; improving the front door so that people receive advice, information and proportionate support earlier; increasing reablement and short-term recovery; undertaking targeted outcomes-led reviews of high-cost and high-risk packages; strengthening preparation for adulthood so that young people move into adult life with independence plans and the right first support; improving brokerage and commissioning challenge; expanding community, housing and technology-enabled alternatives; redesigning day opportunities and short breaks to support independence, inclusion and value for money; maximising appropriate CHC, FNC and joint funding; improving financial assessment and charging accuracy; preventing avoidable debt; and strengthening recovery of legitimate outstanding charges.

### **Refresh Priorities and Delivery**

35. At the Adult Leadership Team away day on 9 June 2026, leaders reviewed the transformation and service improvement portfolio and agreed that the next phase should distinguish more clearly between continuous service improvement and a smaller number of time-limited, programme-managed transformation priorities. The common priorities identified were outcomes-focused conversations, adult social care dashboards, preparation for adulthood, digital projects, in-house day opportunities redesign and high-cost/high-risk working age adult support.

36. The refreshed plan will therefore be built around a clearer delivery framework for 2026 onwards. The proposed priorities are: embedding outcomes-focused conversations across assessment, review, support planning, brokerage, commissioning and quality monitoring; strengthening preparation for adulthood; improving digital access and self-service; developing real-time dashboards and evidence-led decisions; redesigning in-house day opportunities and short breaks; improving support for working age adults; strengthening prevention, reablement and community support; and maintaining CQC assurance readiness.
37. Delivery will require clear governance, ownership, milestones, performance measures and programme management capacity. A monthly benefits and savings tracker will be developed, reconciled with Finance, and reported through transformation governance so that Members can see progress against savings targets and understand whether benefits are cashable, avoided cost, income, efficiency, capacity release or quality improvement.

### **Next Steps**

38. Next steps are to finalise the refreshed Adult Social Care Vision and Transformation Plan, confirm priority workstreams and leads, agree delivery milestones for 2026/27, align the programme with the Medium Term Financial Plan and CQC self-assessment, and provide future updates to Members through the Adults Scrutiny Committee. The refreshed plan will include a stronger focus on prevention, early help and independence; the front door and digital access; safeguarding and wellbeing; preparation for adulthood; unpaid carers; equity of experience; evidence-led dashboards; income maximisation through CHC, FNC and joint funding; lawful charging and cost review; debt avoidance and recovery; and demonstrating impact through outcomes, experience, quality and financial sustainability. It will also include a delivery plan showing the £750k annual savings target, the planned contribution from each workstream, the expected timing of benefits, and the evidence required to confirm whether savings, cost avoidance or income benefits have been realised.

### **Consultation**

39. The transformation plan and related service improvement work have been informed by engagement with people who draw on care and support, unpaid carers, providers, staff, operational teams and partners. This includes learning from Healthwatch engagement on day opportunities, CQC feedback, provider forums, staff engagement, preparation for adulthood working groups, IMPOWER test-and-learn activity and leadership workshops. Further co-production and public engagement will be built into the refreshed plan, particularly around preparation for adulthood, day opportunities, digital access, prevention and market development.

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**ADULTS SCRUTINY COMMITTEE**  
**8 SEPTEMBER 2026**

**PERFORMANCE INDICATORS END OF YEAR 2025-26**

**SUMMARY REPORT**

**Purpose of the Report**

- 1. To provide Members with end of year performance information against key Adult Social Care performance indicators for 2025/26.

**Summary**

- 2. Further information relating to the indicators referenced in this report can be found in **Appendix 1**.
- 3. Overall, the end of year position shows a mixed but understood performance picture. Two indicators have improved, two remain broadly stable, and two are lower than last year. The main areas requiring continued oversight are hospital discharge demand, reablement outcomes and permanent admissions for adults aged 18-64. These are being managed through strengthened discharge pathways, continued focus on Home First and reablement, review of community capacity, and targeted work on working age adults and local support options.
- 4. The detailed indicator tables, analysis and hospital discharge spotlight are included in the Main Report below.

**Recommendation**

- 5. It is recommended that Members review and note the performance information provided in this report and raise any relevant queries with the appropriate Assistant Director.

**Joss Harbron**  
**Assistant Director of Adult Services**

**Background Papers**

- 6. Appendix 1: Adult Social Care Performance & Practice Report, End of Year 2025-26.

|              |                                                                                                                                                                             |
|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Council Plan | This report contributes to the Council Plan by involving Members in the scrutiny of performance relating to the delivery of key outcomes with regards to Adult Social Care. |
|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                  |                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Addressing inequalities                          | This involves Members in the scrutiny of how Adult Social Care contributes to ensuring that opportunities are accessible to everyone, with a focus on a good job, home and social connections for all.                                                                                                                                |
| Tackling Climate Change                          | This report does not identify any issues relating to climate change.                                                                                                                                                                                                                                                                  |
| Efficient and effective use of resources         | This report allows for the scrutiny of performance which is integral to optimising outcomes and ensuring efficient use of resources.                                                                                                                                                                                                  |
| Health and Wellbeing                             | This report supports performance improvement relating to improving the health and wellbeing of residents.                                                                                                                                                                                                                             |
| S17 Crime and Disorder                           | This report supports the Council's crime and disorder responsibilities.                                                                                                                                                                                                                                                               |
| Legal implications                               | There are no direct legal implications arising from this performance report. The report supports scrutiny of Adult Social Care performance and delivery of statutory responsibilities under relevant adult social care legislation.                                                                                                   |
| Consultation                                     | No specific consultation has been undertaken for this performance report. The report is based on performance information and service data used to support ongoing management oversight and scrutiny.                                                                                                                                  |
| Risk implications                                | The report highlights areas requiring continued oversight, including hospital discharge demand, reablement outcomes, safeguarding activity and permanent admissions for adults aged 18-64. These risks are being managed through performance monitoring, management oversight, partnership working and targeted improvement activity. |
| Wards Affected                                   | This report supports performance improvement across all Wards.                                                                                                                                                                                                                                                                        |
| Groups Affected                                  | This report supports performance improvement which benefits all groups.                                                                                                                                                                                                                                                               |
| 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.                                                                                                                                                                                                                                                                                                       |
| Impact on Looked After Children and Care Leavers | This report has no impact on Looked After Children or Care Leavers.                                                                                                                                                                                                                                                                   |

## Main Report

### Detailed performance analysis

7. The detailed analysis below should be read alongside Appendix 1: Adult Social Care Performance & Practice Report, End of Year 2025-26.

### Indicators that have Improved

| Indicator | Detail                                                                                                                                                                                                                                                                                                                          |
|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ASC002    | Older people aged 65+ admitted on a permanent basis in the year to residential or nursing care homes, per 100,000 population. End of year 2025/26: 171 permanent admissions, equivalent to 718.6 per 100,000 population. 2024/25: 191 admissions, equivalent to 802.6 per 100,000 population. 2023/24: comparable with 2025/26. |

|        |                                                                                                                                                                           |
|--------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ASC054 | The proportion of people who use Adult Care services who find it easy to find information about services. 2025/26: 73.3%; 2024/25: 81.8%; 2023/24: 66.8%; 2022/23: 77.2%. |
|--------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

8. **Analysis and action:** Permanent admissions for people aged 65 and over have reduced from 191 in 2024/25 to 171 in 2025/26. This suggests that prevention, Home First, reablement, intermediate care and community-based support are helping more people to remain at home or return home safely. This is positive, but it should be viewed alongside hospital discharge pressures, as higher discharge demand and more complex needs can increase the risk of residential or nursing care if community support is not available at the right time. The information and advice indicator has also improved compared with 2023/24, although it remains below the 2024/25 position. The action is to continue strengthening advice, signposting, front door arrangements and accessible information so that people and carers can understand what support is available and how to access it.

#### Indicators that are broadly comparable

| Indicator | Detail                                                                                                                                                                                                              |
|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ASC049    | Proportion of people using social care who receive self-directed support. End of year 2025/26: 95.1%, equating to 811 people receiving self-directed support. 2024/25: 95.8%.                                       |
| ASC050    | Proportion of carers using social care who receive self-directed support. End of year 2025/26: 100.0%. This indicator should remain at 100.0% as all carers using social care should receive self-directed support. |

9. **Analysis and action:** Performance on self-directed support remains stable. This means that people who use services and carers continue to be offered choice and control through personal budgets, direct payments or managed personal budgets.
10. ASC049 remains high at 95.1%, and ASC050 remains at 100.0%. The action is to maintain this strong position while continuing to promote direct payments and flexible support options where they are right for the person or carer. This will help ensure that self-directed support is meaningful in practice, not just recorded as a performance measure.

#### Indicators that are lower than last year

| Indicator | Detail                                                                                                                                                                                                                                                                                                                                                   |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ASC003    | Adults aged 18-64 admitted on a permanent basis in the year to residential or nursing care homes, per 100,000 population. End of year 2025/26: 18 permanent admissions, equivalent to 27.3 per 100,000 population. 2024/25: 14 admissions, equivalent to 22.8 per 100,000 population. 2023/24: 13 admissions, equivalent to 20.0 per 100,000 population. |
| ASC019    | Percentage of people who have no ongoing care needs following completion of provision of a reablement package. End of year 2025/26: 46.7% with no ongoing care needs; 33.5% had decreased needs; 15.1% had increased needs; and 3.7% had the same level of need.                                                                                         |

#### Analysis and action:

11. 1ASC003 should be treated with some caution because it is a small cohort. A small number of additional admissions can significantly affect the rate. In 2025/26, 18 adults aged 18-64 moved into permanent residential or nursing care, compared with 14 in 2024/25 and 13 in 2023/24. These admissions are often linked to complex needs, safeguarding risks, housing availability, mental health, learning disability, autism, transition from children's services, or breakdown of community support. The action is to continue oversight through the working age adults review, preparation for adulthood work, commissioning activity, high-cost/high-risk case review and the development of more local, flexible and outcome-focused community alternatives.
12. ASC019 has also reduced, with the proportion of people leaving reablement with no ongoing care needs falling from 52.4% in 2024/25 to 46.7% in 2025/26. This is a 5.7 percentage point reduction. The wider picture is mixed: 33.5% of people had reduced needs, 15.1% had increased needs and 3.7% had the same level of need. This suggests that reablement remains effective for many people, but more people are entering the service with higher levels of need and may require longer, more intensive or ongoing support. The action is to continue strengthening discharge pathways, reviewing reablement and intermediate care capacity, and using data to understand outcomes, demand and areas where practice or pathways can be improved.

#### Safeguarding activity indicators

| Indicator | Detail                                                                                  |
|-----------|-----------------------------------------------------------------------------------------|
| ASC208    | Number of Safeguarding concerns, initial enquiries, started year to date.               |
| ASC209    | Number of Safeguarding concerns, initial enquiries, started per month.                  |
| ASC211    | Number of strategy meetings undertaken, i.e. concerns progressed to strategy per month. |

#### Analysis and action:

13. Safeguarding indicators measure activity and demand rather than simple good or poor performance. Changes in concerns, enquiries and strategy meetings can be affected by public and professional awareness, provider reporting, thresholds, complexity and the effectiveness of early advice and triage. A higher number may reflect better awareness and reporting; a lower number may reflect prevention or more effective filtering of contacts that do not meet safeguarding thresholds. The action is to maintain strong management oversight of decision-making, timeliness, risk reduction, Making Safeguarding Personal, provider quality and learning from safeguarding activity.

#### Indicator to be reported later

14. **ASC055:** The proportion of carers who find it easy to find information about services is reported bi-annually. The 2025/26 figure is not available for this end of year report and will be included in the 2026/27 Quarter 2 Scrutiny report. This will provide Members with an updated view of carers' experience of accessing information, advice and support.

#### Hospital discharge spotlight

15. At the request of Scrutiny, this report also provides a spotlight on hospital discharge activity. Hospital discharge demand has increased year on year, with 1,467 discharges received in 2025/26, compared with 1,384 in 2024/25 and 1,284 in 2023/24. This is an increase of 183 discharges over two years. The figures show that Adult Social Care is managing both higher volumes and more complex need. Most people continue to be supported through a Home First approach, with the majority discharged through Pathway 1, helping people return home wherever this is safe and appropriate. However, people being discharged often have higher levels of need, including frailty, multiple health conditions, dementia, mental health needs, safeguarding concerns, housing issues or reduced informal support. This places pressure on RIACT, reablement, intermediate care, RAPID response, home care and provider capacity.
16. Performance remains positive, with low levels of delayed transfers of care from acute physical health beds, supported by partnership working with health colleagues, Discharge to Assess, reablement, RAPID response and provider relationships. However, this position is changeable because good hospital flow depends on community capacity, timely assessments and short-term support being available. The actions are to continue improving flow, strengthen trusted assessment, review bed-based provision, develop the hospital discharge portal and use data to understand trends, outcomes and areas for improvement.

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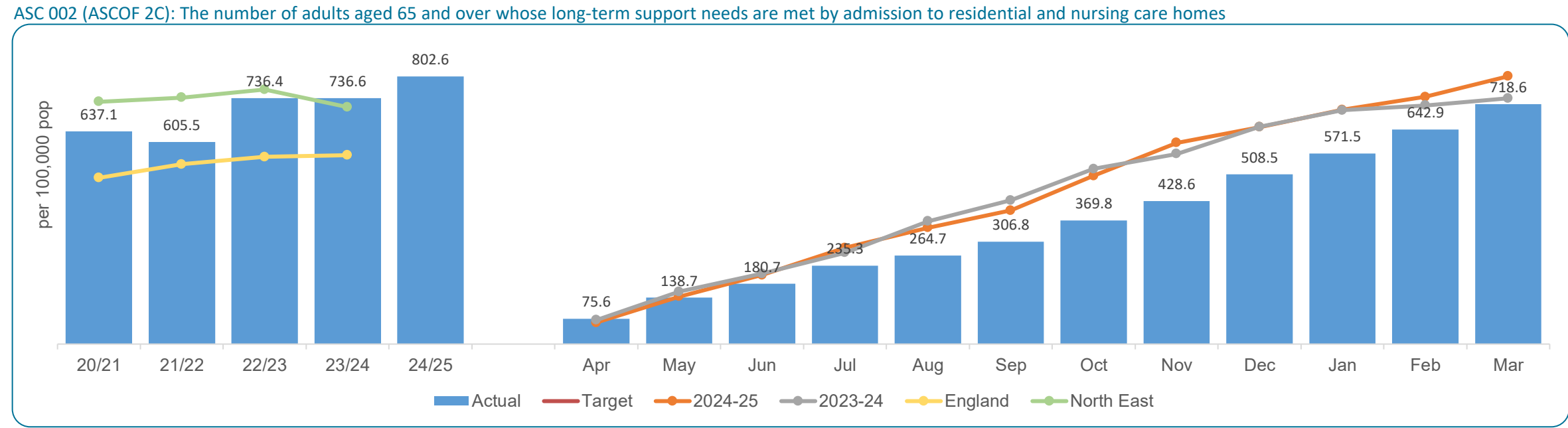
**DARLINGTON**  
Borough Council

# **Adult's Social Care Performance & Practice Report**

**End of Year (April 2025 - March 2026)**

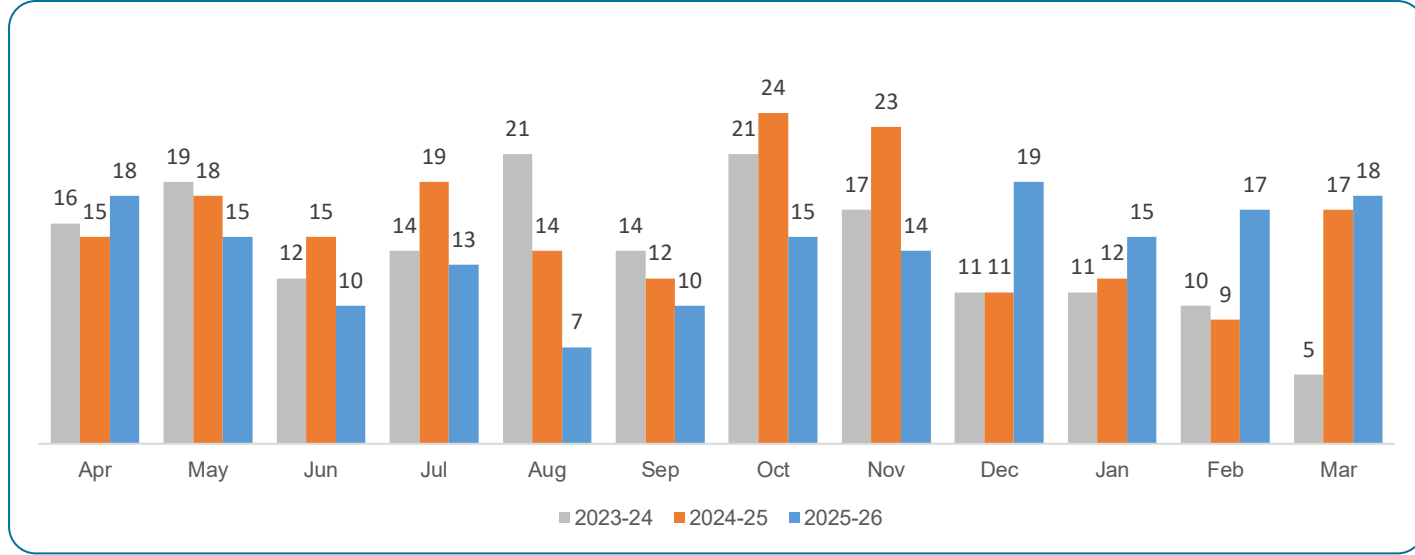
**Scrutiny**

| Independence         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Definition           | Avoiding permanent placements in residential and nursing care homes is a good indicator of maximising independence and delaying dependency. However, it is acknowledged that for some people drawing on care admission to residential or nursing care homes can represent an improvement in their situation.<br>This indicator also captures efficiency. Residential and nursing care are often the most expensive forms of interventions. Relying on interventions that maximise independence - where appropriate - would represent a cost saving.                                                                                                                                                                                                                                                                                                                              |
| PERFORMANCE ANALYSIS | <p>During 2025-26, a total of 171 individuals moved into permanent residential or nursing care. This is a decrease compared with 191 during the same period last year and comparable with the 2023-24.</p> <p>The median age of people moving into permanent residential or nursing care is 82, which is slightly lower than 2024-25 when the average age was 83 and 84 in 2023-24. Individuals who are currently living in permanent care have been there for an average of 2.6 years.</p> <p>Since April, 142 individuals who moved into permanent residential or nursing care did so following a short break stay (SBS). The current average length of stay in an SBS has fallen from the beginning of the year when it was 20 weeks to the current average of 17 weeks. Current performance is comparable to the averages for 2024-25 (16 weeks) and 2023-24 (15 weeks).</p> |

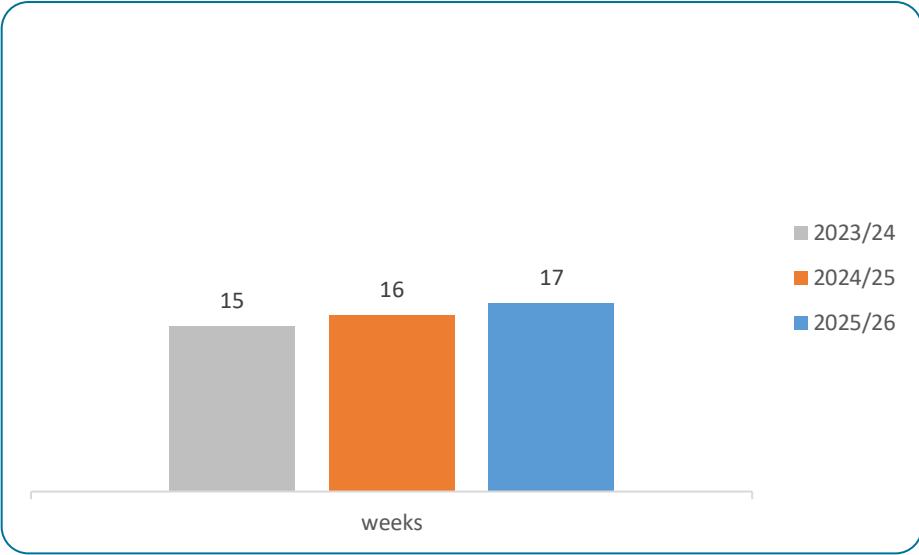


2024-25  
For this indicator  
Darlington was ranked:  
**6th** regionally

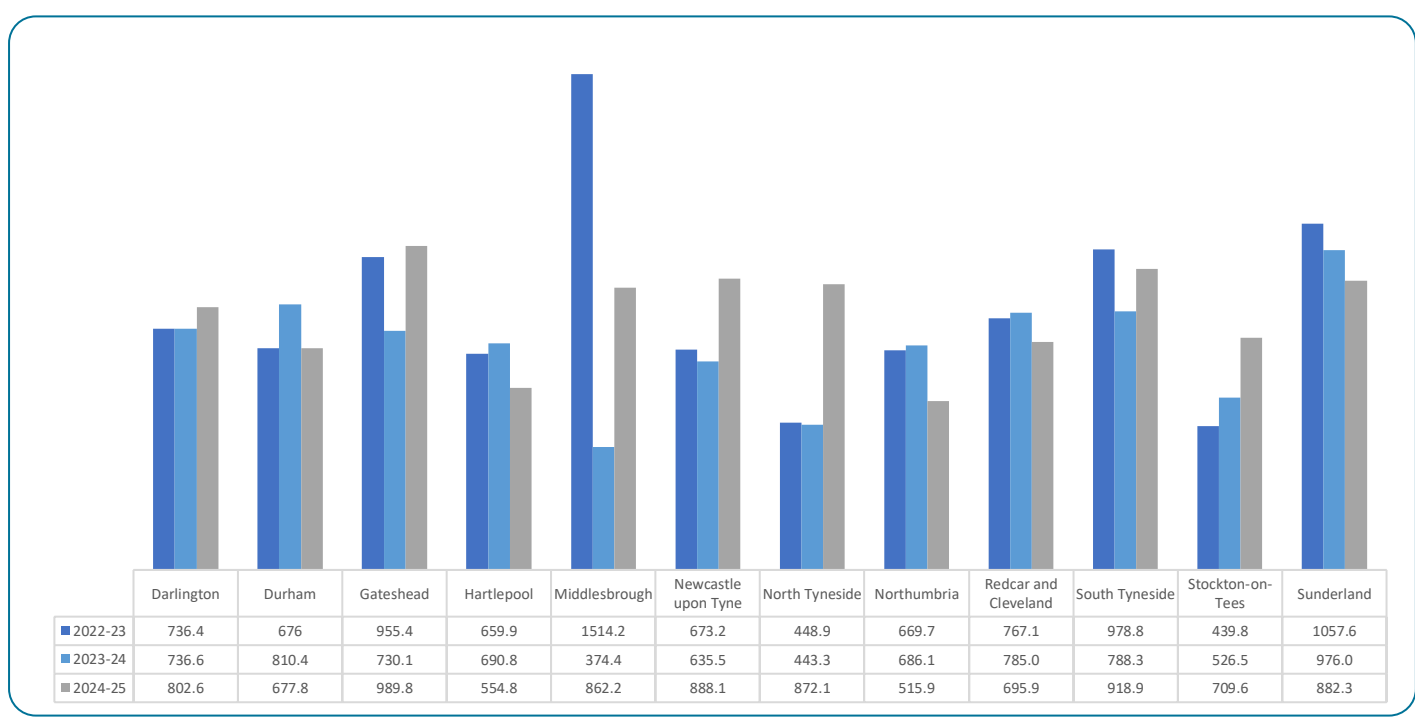
ASC 002a: Number of monthly permanent admissions



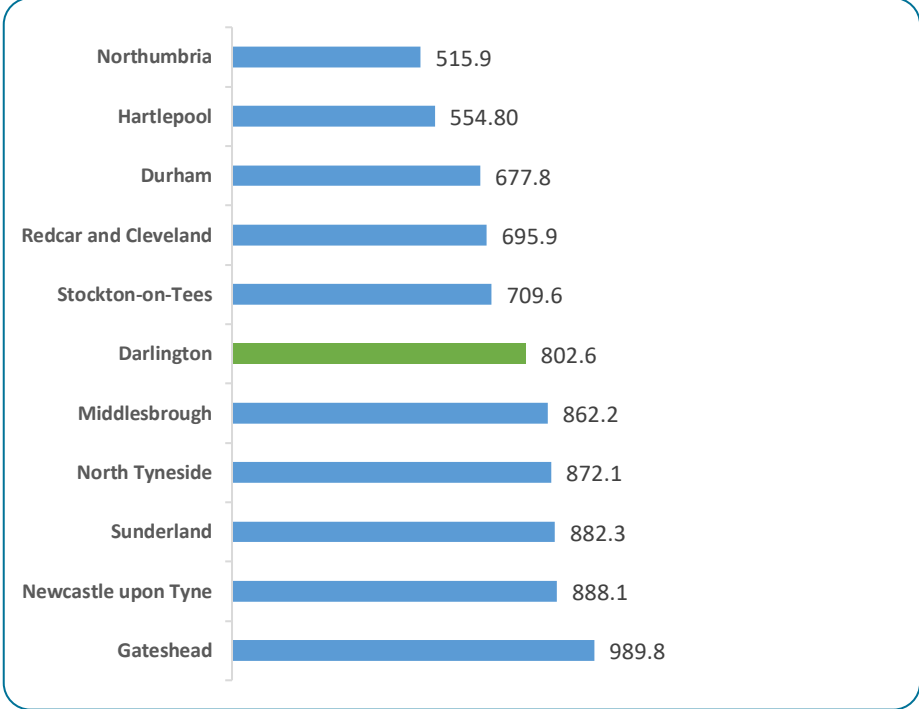
Average number of weeks in SBS prior to permanent care - YTD



Regional Performance (smaller is better) - 2024-25 Regional results

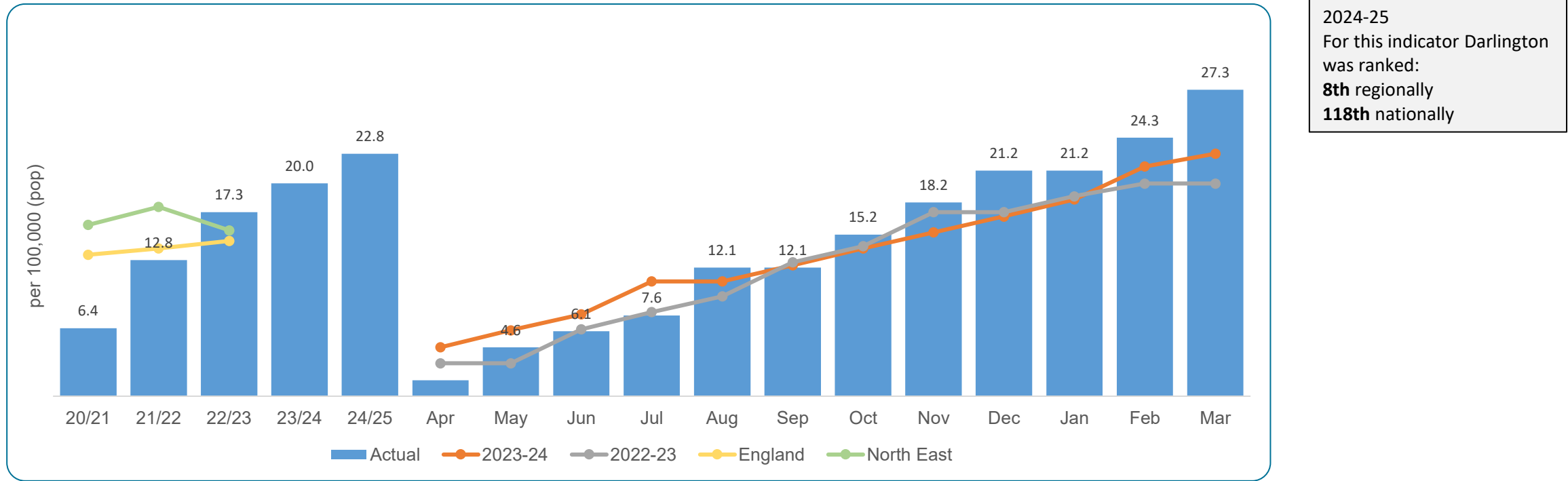


2024-25 Regional results (smaller is better)

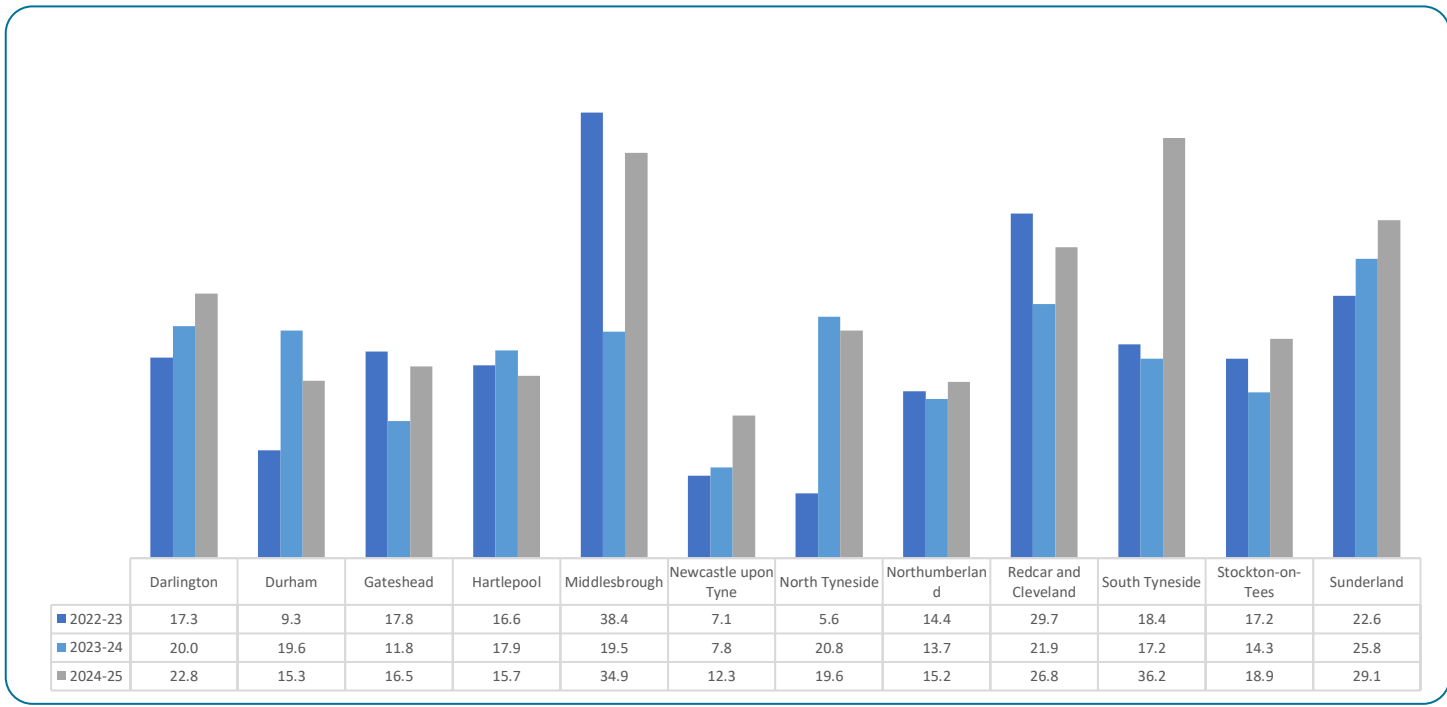


| Independence         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Definition           | <p>Avoiding permanent placements in residential and nursing care homes is a good indicator of maximising independence and delaying dependency. However, it is acknowledged that for some people drawing on care admission to residential or nursing care homes can represent an improvement in their situation.</p> <p>This indicator also captures efficiency. Residential and nursing care are often the most expensive forms of interventions. Relying on interventions that maximise independence - where appropriate - would represent a cost saving.</p> <p>Data source: Client level data, Office of National Statistics</p> |
| PERFORMANCE ANALYSIS | <p>Since April 2025, 18 adults aged 18–64 have moved into permanent care, resulting in a current performance rate of 27.3 per 100,000 population. The 2025-26 annual figure is the highest figure in the past six years and continues to increase year on year.</p> <p>There are 66 people aged 18–64 currently living in permanent care. Their average age is 51 and they have been in permanent care for an average of four years.</p>                                                                                                                                                                                            |

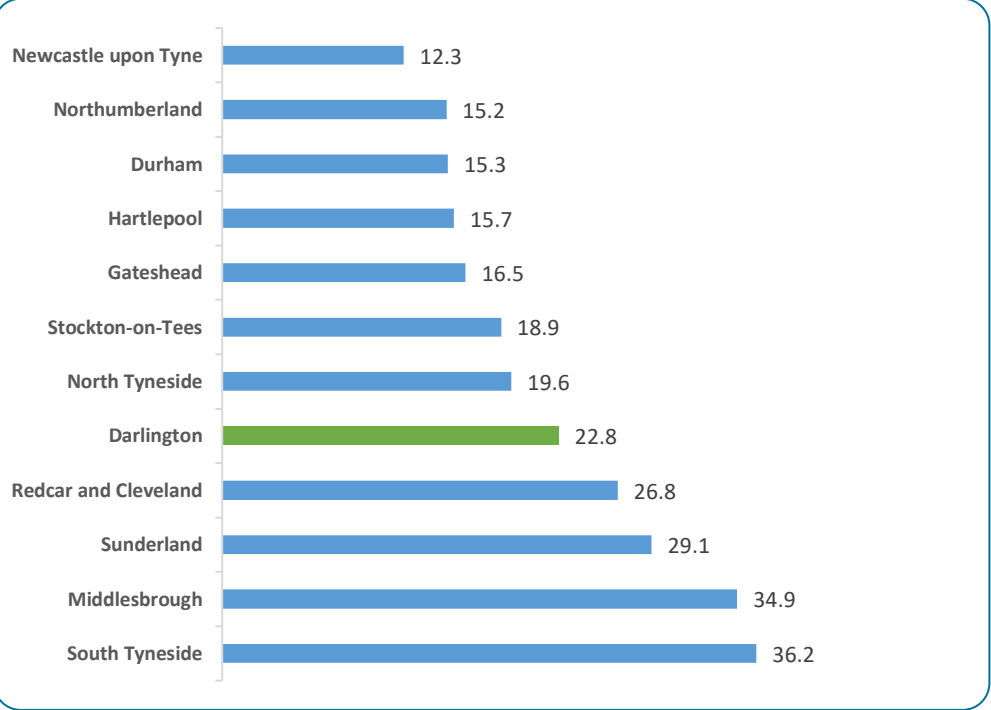
ASC 003 (ASCOF 2B):Adults aged 18-64 admitted on a permanent basis in the year to residential or nursing care



Regional Performance (smaller is better) - 2024-25 Regional results

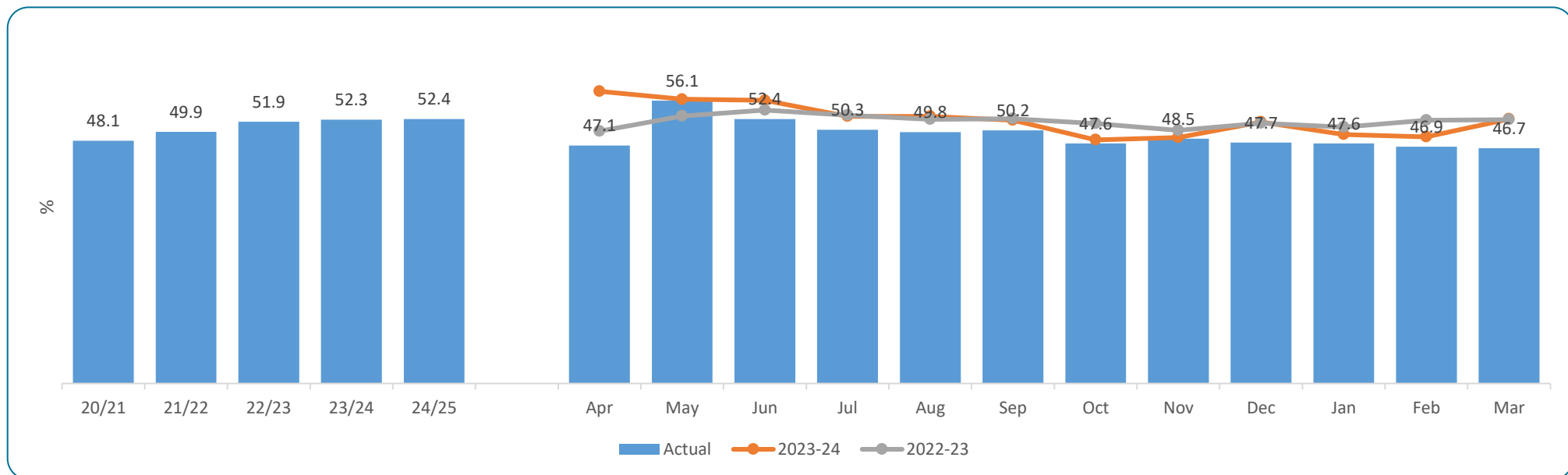


2024-25 Regional results (smaller is better)



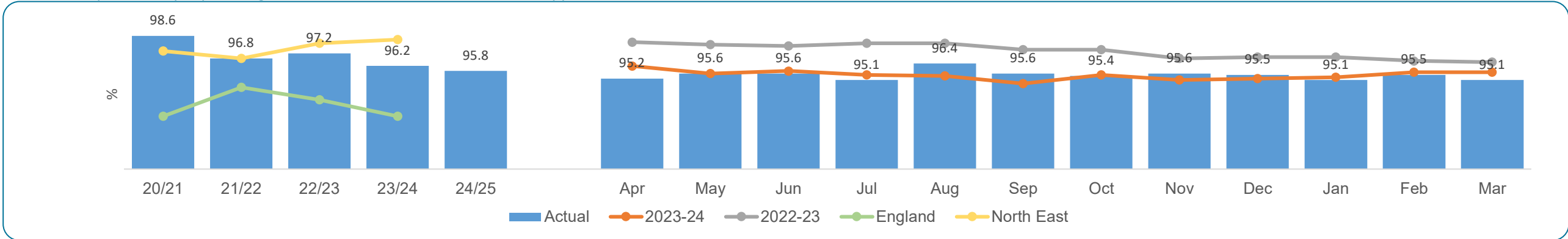
| Independence         |                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Definition           | <p>Numerator: Of those in the denominator, those who have had a completed reablement review with outcomes of 'No services provided or identified', 'Long Term Support Ended', Universal Services/Signposted.</p> <p>Denominator: The total number of clients completing a reablement package during the period</p>                                                                                                                                            |
| PERFORMANCE ANALYSIS | <p>By the end of March 2026, 33.5% of clients experienced a decrease in their needs, 15.1% saw an increase, and 3.7% remained unchanged.</p> <p>The remaining 46.7% no longer had ongoing care needs.</p> <p>Referrals to RIAC following hospital discharge continue to be high, with an average of 115 discharges per month since April. Although not all referrals result in a service, the volume highlights the growing pressure on the service area.</p> |

ASC 019: % of people who have no ongoing care needs following completion of provision of a reablement package at the end of the month.



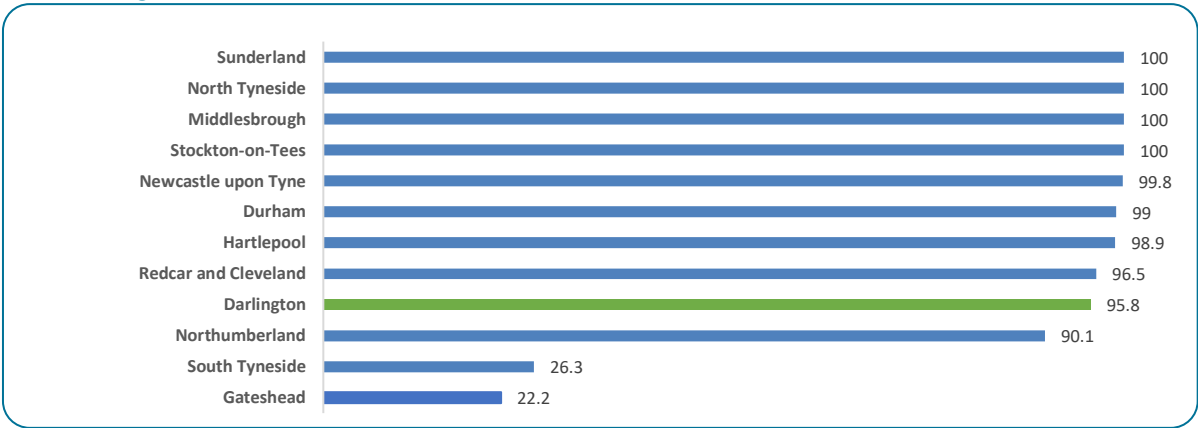
| Empowerment          |                                                                                                                                                                                                                                                                                                                                  |
|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Definition           | Proportion of people using social care who receive self-directed support.<br>Numerator - the number of users receiving either a) Direct Payments, b) Part Direct Payments or c) CASSR managed Personal Budget at the year end.<br>Denominator - Clients (aged 18 or over) accessing long term community support at the year end. |
| PERFORMANCE ANALYSIS | The proportion of people using social care who receive self directed support is currently 95.5%, this equates to 811 individuals currently receiving self directed support.                                                                                                                                                      |

ASC 049: Proportion of people using social care who receive self-directed support

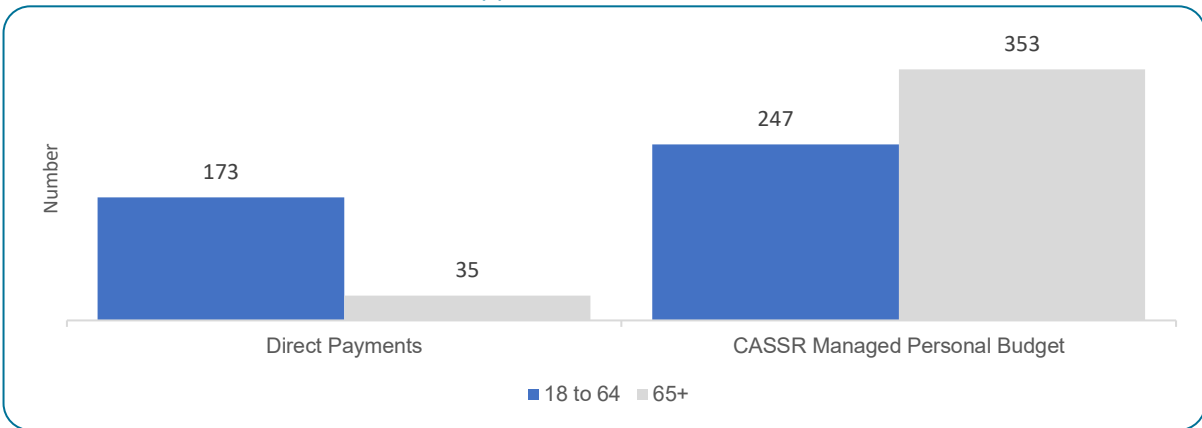


2024-25  
For this indicator Darlington  
was ranked:  
**9th** regionally  
**95th** nationally

2024-25 regional results

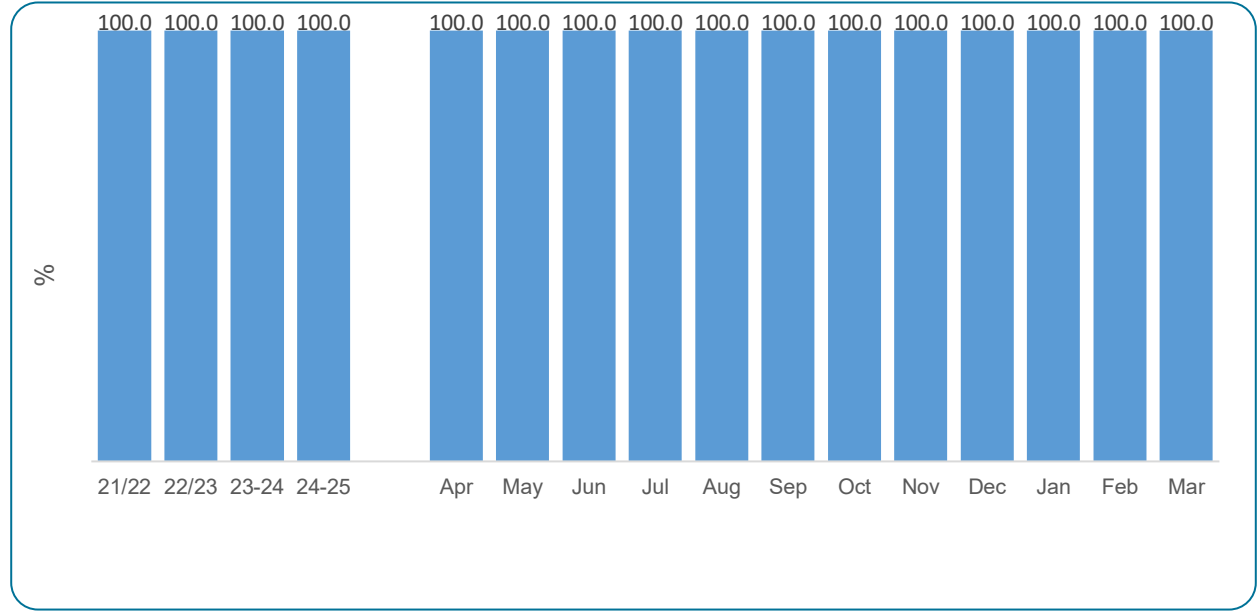


Breakdown of self-direct support

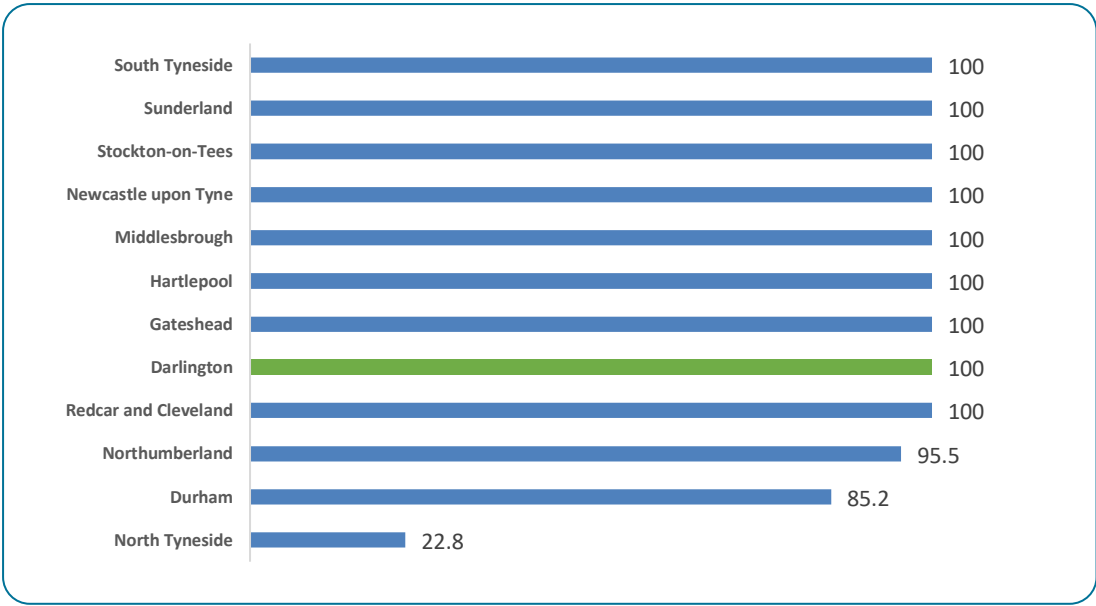


| Empowerment          |                                   |                                                                                                                                                                                                                                                                                                                                         |  |  |
|----------------------|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| Definition           |                                   | Proportion of carers using social care who receive self direct support<br>Numerator: The number of users receiving either a) Direct Payments, b) Part Direct Payments or c) CASSR managed Personal Budget at the year end<br>Denominator: Carers (caring for someone aged 18 or over) receiving carer-specific services at the year end |  |  |
| PERFORMANCE ANALYSIS | This figure should always be 100% |                                                                                                                                                                                                                                                                                                                                         |  |  |

ASC 050: Proportion of carers using social care who receive self-directed support



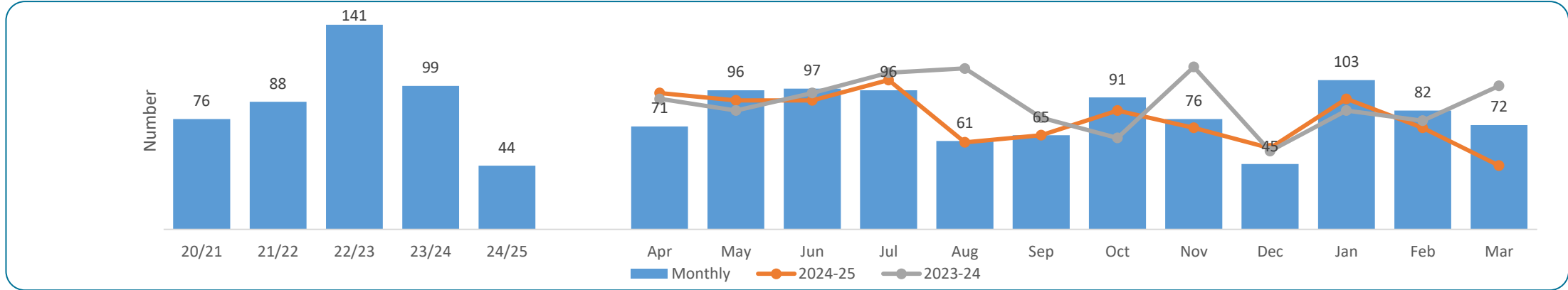
2023-24 regional results



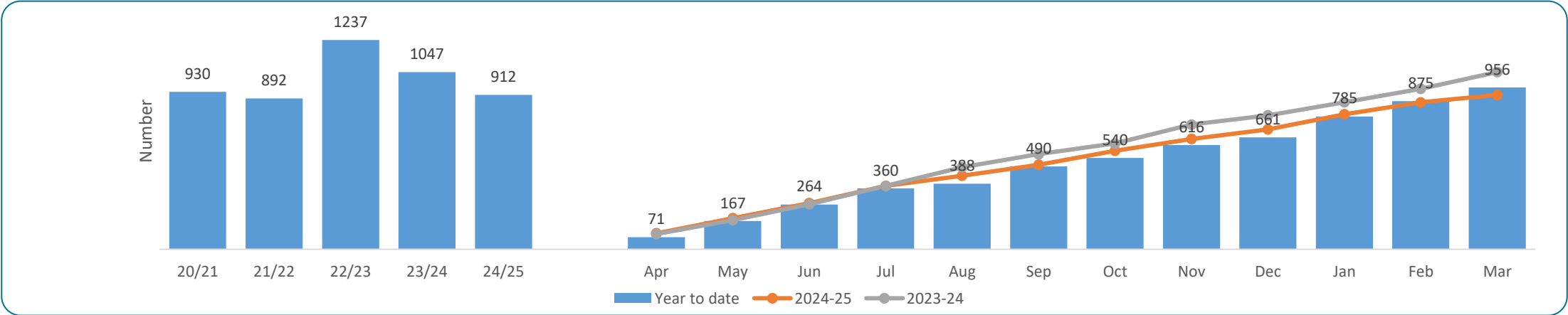
Darlington was ranked **1st (jointly)** regionally and nationally for this indicator in 2023-24

| Safety               |                                                                                                                                                                         |
|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Definition           | Number of safeguarding concerns (initial enquiries) started - per month                                                                                                 |
| PERFORMANCE ANALYSIS | There have been 956 safeguarding enquiries started since April. This is slightly higher than the 912 enquiries last year, and lower than the 1047 enquiries in 2023-24. |

ASC 209: Number of Safeguarding concerns (initial enquiries) Started - Per Month

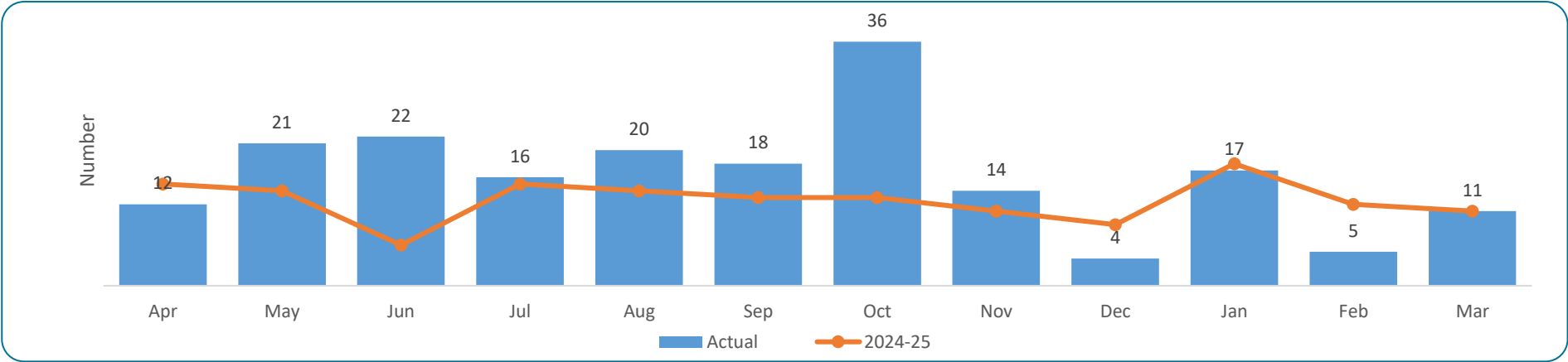


ASC 208: Number of Safeguarding concerns (initial enquiries) Started - Year to Date

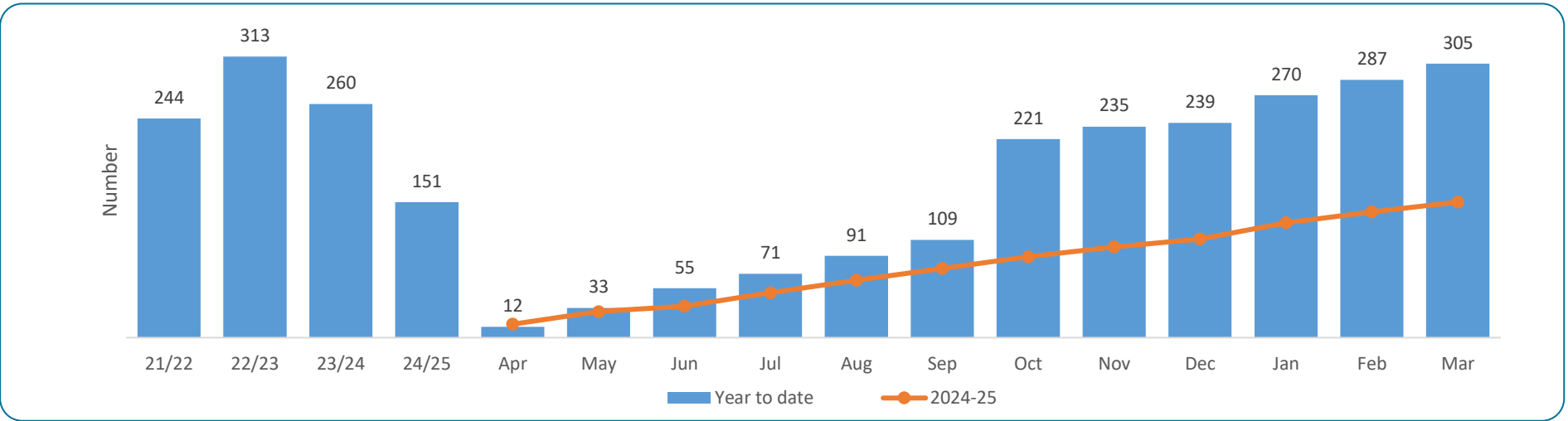


| Safety               |                                                                                                                                       |
|----------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| Definition           | Number of strategy meetings undertaken i.e. concerns progressed to strategy per month                                                 |
| PERFORMANCE ANALYSIS | Of the 956 enquiries started since April 2025-26, 305 have progressed to a strategy meeting which represents a 31.9% conversion rate. |

ASC 211: Monthly number of strategy meetings

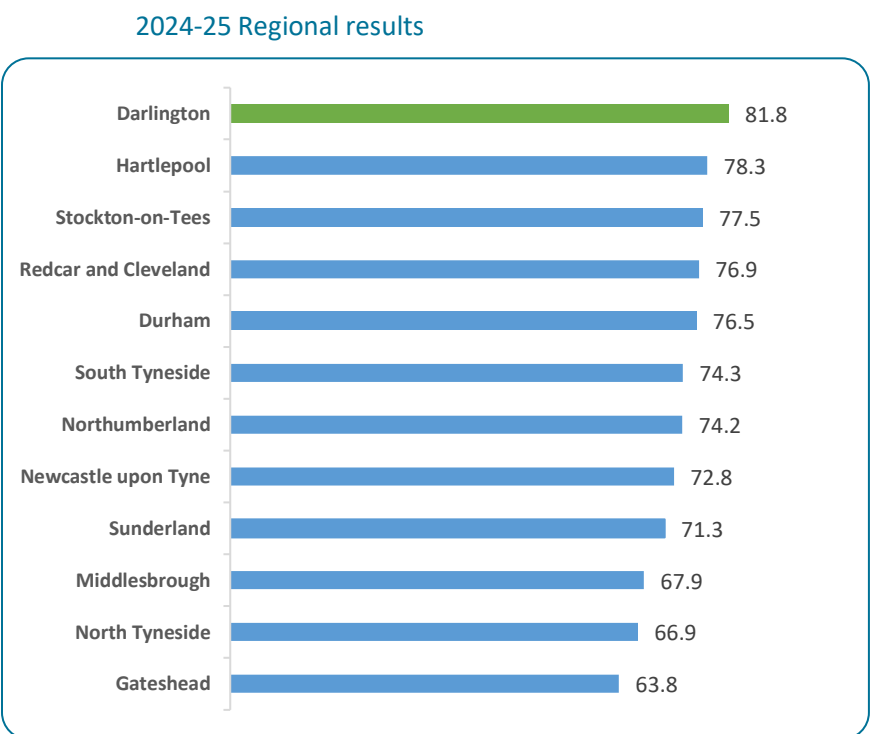
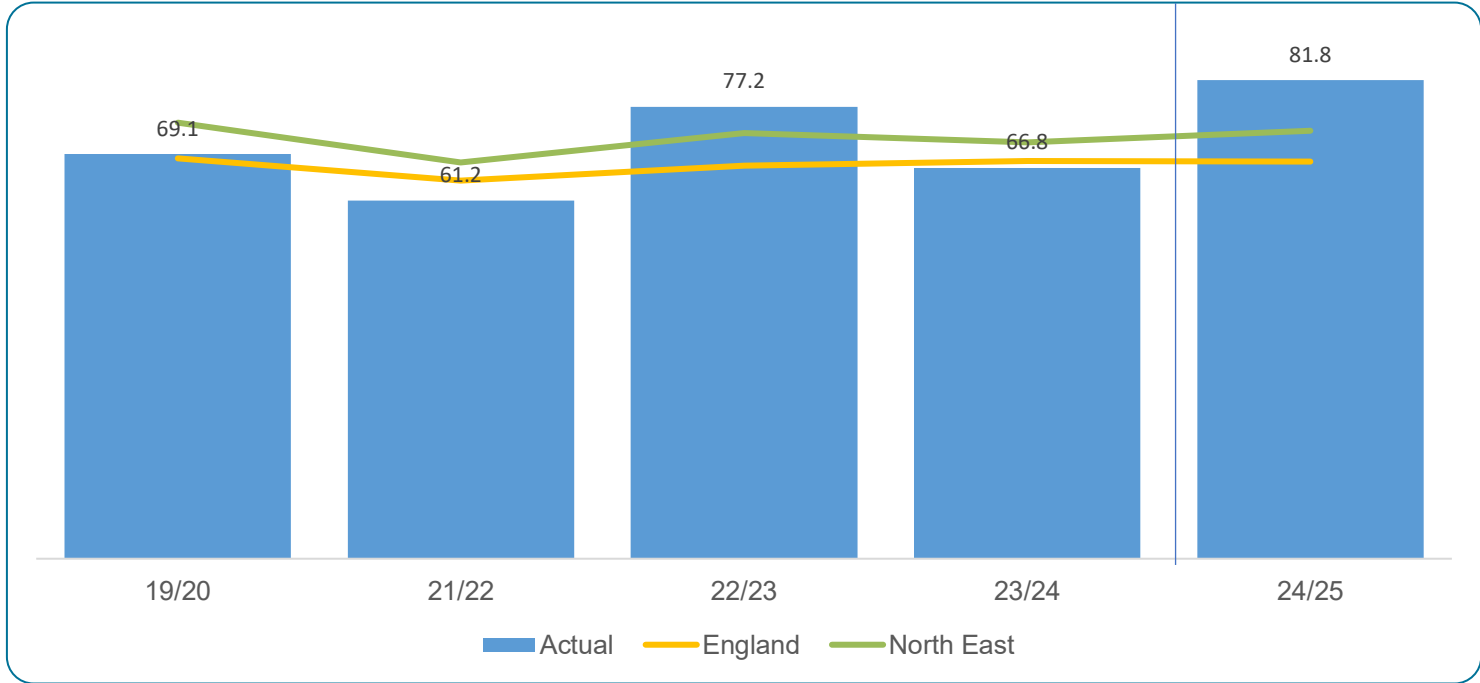


ASC 211a: Year to date number of strategy meetings undertaken



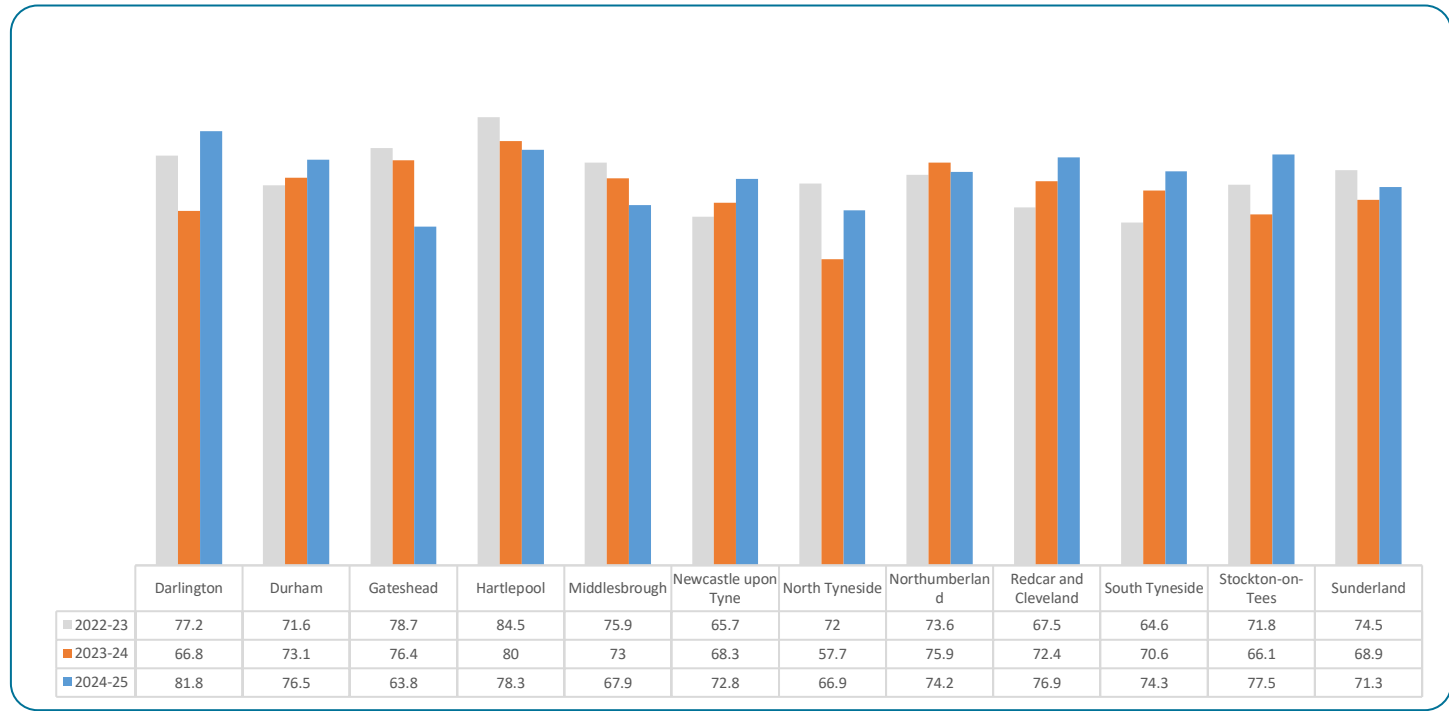
| Empowerment          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Definition           | <p>This metric reflects social services users' and carers' experience of access to information and advice about social care in the past year. Information is a core universal service and a key factor in early intervention and reducing dependency.</p> <p>Data Source: Adult Social Care Suvey and Survey of Adult Carers in England</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| PERFORMANCE ANALYSIS | <p>The proportion of people who feel they can easily access information increased to 81.8% in 2024–25, a significant rise from 66.8% at the end of 2023–24.</p> <p>Regional benchmarking for 2024–25 places Darlington 1st in the region for this measure. Positive feedback has also grown by 15% since 2023–24, representing the largest improvement compared with neighbouring areas.</p> <p>Nationally, Darlington is now ranked 2nd, just behind the City of London—a significant improvement from 99th place in 2023–24. These improvements reflect recent enhancements in how information is made available, including:</p> <ul style="list-style-type: none"><li>• Updated website</li><li>• Netcall to help signpost people</li><li>• Easy Read documents</li><li>• Podcasts</li><li>• Greater consistency of information</li></ul> |

ASC054 (ASCOF 3D) - The proportion of people who use services who find it easy to find information about services

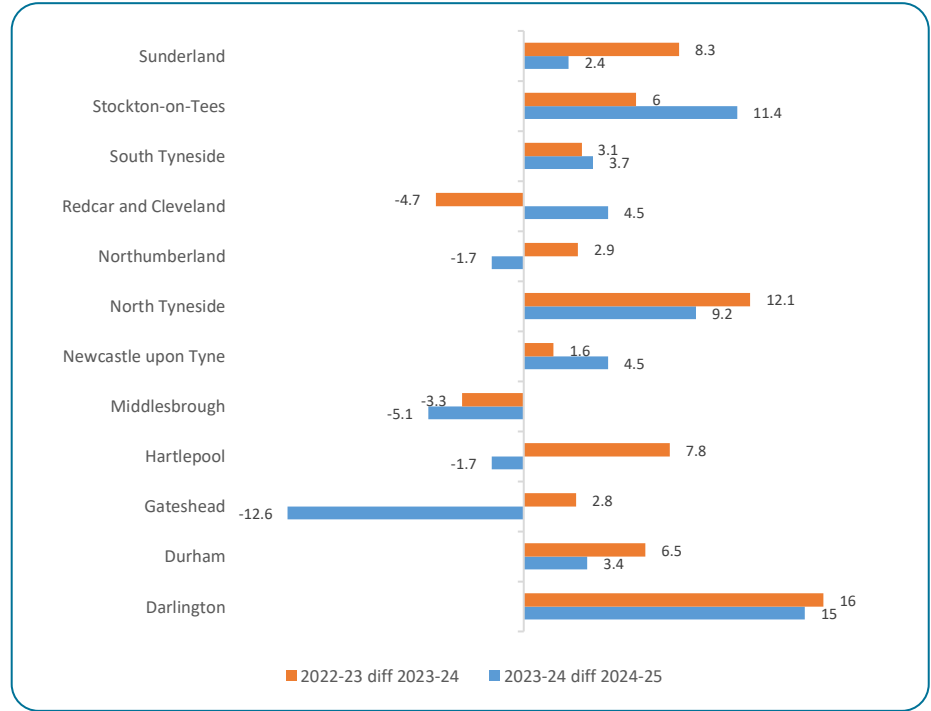


2024-25  
For this indicator  
Darlington was  
ranked:  
**1st** regionally  
**2nd** nationally

Regional Performance (bigger is better) - 2024-25 Regional results



Difference in performance from previous years (positive value is better) - 2024-25 Regional results



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**ADULTS SCRUTINY COMMITTEE**  
**8 September 2026**

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**WORK PROGRAMME 2026-2027**

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**SUMMARY REPORT**

**Purpose of the Report**

1. To consider the work programme items scheduled to be considered by this Scrutiny Committee during the 2026/27 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 discussions held at the Adults Scrutiny Committee Annual Briefing which took place on Thursday 4<sup>th</sup> June 2026.
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.

**Amy Wennington**  
**Assistant Director Law and Governance**

**Background Papers**

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

Author: James McAllister

|                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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. The Work Programme contains items which enable Members to scrutinise those areas that contribute the priority of Living Well – a healthier and better quality of life for longer, supporting those who need it most, and Communities - working together for safer, healthier and more engaged communities. |
| Addressing inequalities                          | There are no issues relating to diversity which this report needs to address.                                                                                                                                                                                                                                                                                                                                                                             |
| Tackling Climate Change                          | There are no issues which this report needs to address.                                                                                                                                                                                                                                                                                                                                                                                                   |
| Efficient and effective use of resources         | This report has no impact on the Council's Efficiency Programme.                                                                                                                                                                                                                                                                                                                                                                                          |
| Health and Wellbeing                             | This report has no direct implications to the Health and Well Being of residents of Darlington.                                                                                                                                                                                                                                                                                                                                                           |
| S17 Crime and Disorder                           | This report has no implications for Crime and Disorder.                                                                                                                                                                                                                                                                                                                                                                                                   |
| 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                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 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 was adopted on 18 July 2024, and outlines Darlington Borough Council's long-term ambitions for Darlington and priorities for action over the next three years. It gives strategic direction to the Council and Council services, defining priorities, identifying key actions, and shaping delivery.
8. The Council Plan identifies six priorities, one of which is 'Living Well', which states that more years in good health leads to more fulfilling lives, and a better standard of living, however the Plan highlights that there are inequalities in Darlington across all stages of life which are influenced by broader social factors including education, employment, housing and income. Seven key deliverables are identified as part of this priority.
9. The Council believes that all residents should have the opportunity to live longer, healthier lives, and wants to support residents of every age to live well. The Council has committed to improving our contact with carers and working to create a network of support for better health and wellbeing outcomes. The Council will support those who need it most and signpost for access to other provision and support, where appropriate.

### **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.

### **Climate Considerations**

12. Pursuant to Minute AD22/Oct/2024, any matters pertaining to climate considerations will be outlined in the individual reports submitted to Committee.

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**ADULTS SCRUTINY COMMITTEE WORK PROGRAMME 2026/27**

| Topic               | Timescale                       | Lead Officer                                       | Link to PMF (metrics) | Scrutiny’s Role / Notes                                                     |
|---------------------|---------------------------------|----------------------------------------------------|-----------------------|-----------------------------------------------------------------------------|
| Safeguarding - ASC  | 8 <sup>th</sup> September 2026  | Rachel Watt / Barbara Beadle                       |                       | Biannual update on operational safeguarding e.g Executive Strategy Process. |
| Transformation Plan | 8 <sup>th</sup> September 2026. | Joss Harbron / Christine Shields / Sukhdev Dosanjh |                       | Transformation Plan and Service Improvements update linked to MTFP          |

|                                                   |                                |                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------------------------|--------------------------------|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Performance Indicators End of Year Report 2026/27 | 8 <sup>th</sup> September 2026 | Joss Harbron / Sharon Raine / Sukhdev Dosanjh | <p><b>ASCOF 2A:</b> whether short-term support prevents or delays the need for ongoing long-term care.</p> <p><b>ASCOF 2B:</b> whether independence is sustained after short-term support.</p> <p><b>ASCOF 2C:</b> longer-term outcomes and pathways after short-term intervention.</p> <p><b>ASCOF 2D:</b> whether people aged 65 and over remain living in the community after hospital discharge.</p> <p><b>ASCOF 2E:</b> whether people are supported to live in the most appropriate community setting.</p> <p><b>ASCOF 3D:</b> whether carers are supported to continue in their caring role.</p> | <p>To monitor Key Performance Indicators.</p> <p>To receive six-monthly monitoring reports and undertake any further detailed work into particular outcomes if necessary. E.g</p> <p>Out of Area Placements.</p> <p>Intermediate care update</p> <p>Preparation for Adulthood</p> <p>Performance indicators will support the older carers element.</p> |
|---------------------------------------------------|--------------------------------|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                          |                               |                                                           |  |                                                                                    |
|----------------------------------------------------------------------------------------------------------|-------------------------------|-----------------------------------------------------------|--|------------------------------------------------------------------------------------|
| Adult Social Care Budget and Outturn                                                                     | 27 <sup>th</sup> October 2026 | Joss Harbron                                              |  | Position statement at 6 months.                                                    |
| Autism Strategy and Action Plan Update                                                                   | 27 <sup>th</sup> October 2026 | Joss Harbron.<br>Karen Hawkins (ICB)<br>Jamie Todd (TEWV) |  | Invite ICB and TEWV reps.                                                          |
| Impact/consideration of National reforms                                                                 | As above                      | As above                                                  |  | e.g Mental Health Act and Mental Capacity Act 2026 update.                         |
| Shared Lives Progress Update                                                                             | 27 <sup>th</sup> October 2026 | Christine Shields                                         |  |                                                                                    |
| Domestic Abuse Strategy - Update                                                                         | 5 <sup>th</sup> January 2027  | Christine Shields                                         |  |                                                                                    |
| Medium Term Financial Plan                                                                               | 5 <sup>th</sup> January 2027  | Brett Nielsen                                             |  | To consider the MTFP and make recommendations.                                     |
| Day service provision for adults with learning disabilities in Darlington and future commissioning plans | 5 <sup>th</sup> January 2027  | Joss Harbron/Sukhdev Dosanjh                              |  | Plans for commissioning, transformation                                            |
| CQC Assurance Framework Update                                                                           | 5 <sup>th</sup> January 2027  | Joss Harbron                                              |  | Focus on areas of improvement e.g Equity of experience, preparation for adulthood. |

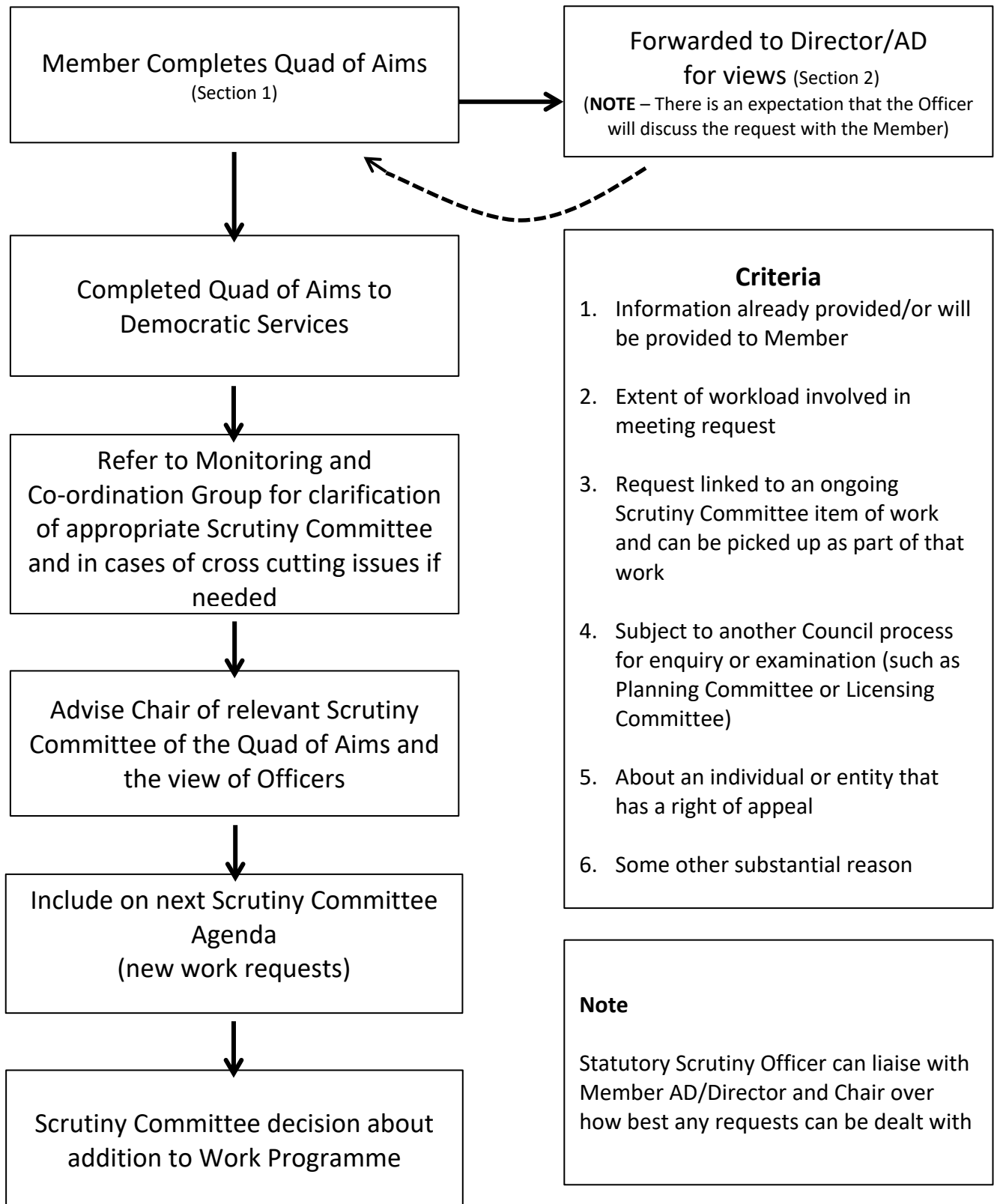
|                                               |                            |                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                               |
|-----------------------------------------------|----------------------------|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Performance Indicators<br>Quarter 2 2025/2026 | 2 <sup>nd</sup> March 2027 | Joss Harbron /<br>Sharon Raine | <p><b>ASCOF 2A:</b><br/>whether short-term support prevents or delays the need for ongoing long-term care.</p> <p><b>ASCOF 2B:</b><br/>whether independence is sustained after short-term support.</p> <p><b>ASCOF 2C:</b> longer-term outcomes and pathways after short-term intervention.</p> <p><b>ASCOF 2D:</b><br/>whether people aged 65 and over remain living in the community after hospital discharge.</p> <p><b>ASCOF 2E:</b> whether people are supported to live in the most appropriate community setting.</p> <p><b>ASCOF 3D:</b><br/>whether carers are supported to continue in their caring role.</p> | <p>To monitor Key Performance Indicators.</p> <p>To receive six-monthly monitoring reports and undertake any further detailed work into particular outcomes if necessary.</p> |
|-----------------------------------------------|----------------------------|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                     |                             |                                                   |                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------|-----------------------------|---------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Safeguarding ASC                                    | 2 <sup>nd</sup> March 2027  | Rachel Watt /<br>Joss Harbron /<br>Barbara Beadle |                                                                                                                                                                                                    | Second Update.                                                                                                                                                                                                                                                                                                                                             |
| Darlington Safeguarding Partnership - Annual Report | 2 <sup>nd</sup> March 2027  | Ashleigh Des<br>Forges/Adrain<br>reed             | ASC 028<br>ASC 029<br>ASC 059<br>ASC 061<br>ASC 062<br>ASC 199<br>ASC 200<br>ASC 201<br>ASC 202<br>ASC 203<br>ASC 204<br>ASC 205<br>ASC 206<br>ASC 207<br>ASC 209<br>ASC 210<br>ASC 213<br>ASC 214 | <p>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.</p> <p>To be advised of the key issues for the Partnership<br/>e.g Training, Resources, Key actions, key priorities , emerging themes</p> <p>Independent scrutiny to be invited</p> |
| Annual Report from a Commissioned Body              | 2 <sup>nd</sup> March 2027  | TBC                                               |                                                                                                                                                                                                    | To hear from commissioned service- Scrutiny to consider which service at the previous meeting.                                                                                                                                                                                                                                                             |
| Principal Social Worker Feedback Report             | 13 <sup>th</sup> April 2027 | Joss Harbron /<br>Gary Jones                      |                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                            |
| Casey Commission Update                             | 13 <sup>th</sup> April 2027 | Joss<br>Harbron/Gary<br>Jones                     |                                                                                                                                                                                                    | <p>Overview of reforms, national direction of travel</p> <p>Deprivation of Liberties</p>                                                                                                                                                                                                                                                                   |
| Commitment to Carers                                | 13 <sup>th</sup> April 2027 | Jenni Wood<br>Carers Support<br>Service CEO       |                                                                                                                                                                                                    | Report on commitment to carers.                                                                                                                                                                                                                                                                                                                            |
| Mental Health Hub - Update                          | TBC                         | TEWV                                              |                                                                                                                                                                                                    | Date to be decided following liaison with Health and Housing Scrutiny Committee.                                                                                                                                                                                                                                                                           |

Task and Finish Review Group(s)

- 'Loneliness and Connected Communities' Task and Finish Review Group – commenced Tuesday, 28<sup>th</sup> January 2020. CURRENT STATUS: A final meeting of the group will be held to establish that all work has been completed and that the Task and Finish Group's objectives have been achieved.

## 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.

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

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)**

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

|  |  |
|--|--|
|  |  |
|--|--|

**Signed .....** **Position .....** **Date .....**

**DARLINGTON BOROUGH COUNCIL  
FORWARD PLAN**

**APPENDIX 3**



**FORWARD PLAN  
FOR THE PERIOD: 1 AUGUST 2026 – 31 DECEMBER 2026**

| <b>Title</b>                                                              | <b>Decision Maker and Date</b> |
|---------------------------------------------------------------------------|--------------------------------|
| Approval of Victoria Embankment Conservation Area Appraisal               | Cabinet 8 Sep 2026             |
| Approval of West End Conservation Area Appraisal                          | Cabinet 8 Sep 2026             |
| Annual Review of the Investment Fund                                      | Cabinet 8 Sep 2026             |
| Acquisition of 18 King Street                                             | Cabinet 8 Sep 2026             |
| Complaints Made to Local Government Ombudsman                             | Cabinet 8 Sep 2026             |
| Complaints, Compliments and Comments Annual Reports 2026/27               | Cabinet 8 Sep 2026             |
| Consultation on Local Plan Review and Submission to Secretary of State.   | Cabinet 8 Sep 2026             |
| Commencement of work on a Joint Tees Valley Minerals and Waste Local Plan | Cabinet 8 Sep 2026             |
| Death in service - Cher Wigglesworth                                      | Cabinet 8 Sep 2026             |
| Dog Control PSPO renewal                                                  | Cabinet 8 Sep 2026             |
| Housing Services Rent Setting Policy                                      | Cabinet 8 Sep 2026             |
| Land at Morton Palms - disposal of plot                                   | Cabinet 8 Sep 2026             |
| Lease of premises for an Employability Hub                                | Cabinet 8 Sep 2026             |
| Playing Pitch and Built Facilities strategy                               | Cabinet 8 Sep 2026             |
| Project Position Statement and Capital Programme Monitoring - Quarter 1   | Cabinet 8 Sep 2026             |
| Regulatory Investigatory Powers Act (RIPA)                                | Cabinet 8 Sep 2026             |

**DARLINGTON BOROUGH COUNCIL  
FORWARD PLAN**

|                                                                                                    |                    |
|----------------------------------------------------------------------------------------------------|--------------------|
| Revenue Budget Monitoring - Quarter 1                                                              | Cabinet 8 Sep 2026 |
| Red Hall Primary School - Capital Works                                                            | Cabinet 8 Sep 2026 |
| Rent Setting Policy                                                                                | Cabinet 8 Sep 2026 |
| Treasury Management Annual Report and Outturn Prudential Indicators 2024/2025                      | Cabinet 8 Sep 2026 |
| STEM Centre of Excellence - Appointment of Cityheart as Development Manager to deliver the project | Cabinet 6 Oct 2026 |
| Delivery of new homes at Burtree Garden Village. Joint Venture Proposals. Site 2. (Cell CH)        | Cabinet 6 Oct 2026 |
| Land at Ingenium Parc and Morton Palms - Development Proposal                                      | Cabinet 6 Oct 2026 |
| Land at Staindrop Road & West Park - Proposed access to Hall Farm ( Site 100)                      | Cabinet 6 Oct 2026 |
| Oral Health Promotion Strategy                                                                     | Cabinet 6 Oct 2026 |
| Procurement Plan Update                                                                            | Cabinet 6 Oct 2026 |
| Community Asset Transfer Policy                                                                    | Cabinet 3 Nov 2026 |
| Project Position Statement and Capital Programme Monitoring - Quarter 2                            | Cabinet 3 Nov 2026 |
| Revenue Budget Monitoring - Quarter 2                                                              | Cabinet 3 Nov 2026 |
| Housing Services Anti-Social Behaviour Policy                                                      | Cabinet 3 Nov 2026 |
| Housing Services - Housing Management Policy                                                       | Cabinet 3 Nov 2026 |
| Strategic Asset Plan                                                                               | Cabinet 3 Nov 2026 |
| Council Tax Calculation of Tax Base 2026/27                                                        | Cabinet 1 Dec 2026 |