

**ADULTS SCRUTINY COMMITTEE**  
**24 OCTOBER 2023**

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**SOCIAL CARE REFORMS UPDATE FOR ASC OVERVIEW AND SCRUTINY COMMITTEE**

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**SUMMARY REPORT**

**Overview**

1. The Government passed the Health and Social Care Act in 2022.
2. The Act included a series of measures including:
  - (a) Return of CQC assessment of council adults' services.
  - (b) Secretary of state default powers in relation to adult social care.
  - (c) Implementation of Integrated care boards and integrated care partnerships.
  - (d) Cap on care costs (these have been paused until 2025).
  - (e) Mandatory learning disability and autism training.
  - (f) Professional regulation.

**Key areas of impact**

3. A return to inspections of Adult Social Care through the implementation of the Care Quality Commission assurance framework with Inspections start from late 2023 and re-introduction of ratings for adult social care services. There are 4 key themes:
  - (a) Working with people (inc unpaid carers) - assessing needs, care planning and review, direct payments, charging policy, supporting people to live healthier lives, prevention, well-being, information, and advice.
  - (b) Providing support – market shaping, commissioning, workforce capacity and capability, integration and partnership working.
  - (c) Ensuring safety - safeguarding enquiries, reviews, Safeguarding Adult Board, safe systems and continuity of care, safe systems, and continuity of care.
  - (d) Leadership - culture, strategic planning, learning, improvement, innovation, governance, management, and sustainability.
4. Each of the themes has several quality statements and 'I' statements based on Think Local Act Personal.
5. Introduction of Integrated Care Partnerships:
  - (a) Integrated Care Boards (ICBs) are statutory organisations that bring NHS and care organizations together locally to improve population health and establish shared

strategic priorities within the NHS. These were established from July 1st, 2022, and replaced Clinical Commissioning Groups and succeeded Sustainability and Transformation partnerships.

- (b) The main objective is to improve outcomes in population health and health care by:
  - (i) Use of digital and data.
  - (ii) Strategic commissioning.
  - (iii) Partnerships.
  - (iv) Delivering Value for Money and Productivity.

### **Darlington Borough Council current position in relation to the Health and Care Act 2022**

- 6. These reforms resulted in a focus on refreshing of Darlington's Adult Social Care priorities. Therefore, through a series of workshops with teams across the People's group we developed a new vision for adult social care that reflected the new Health and Social Care Act 2022 with the purpose of pulling together all activity into a single transformation plan that linked to the vision.
- 7. This new transformation plan incorporates Commissioning, Quality, Practice and Workforce development into a single plan along with the service reviews/redesigns that sat within the previous 2019 transformation plan.
- 8. The new transformation plan is also mindful of the demands, pressures post covid e.g.:
  - (a) Demographics.
  - (b) Impact of Covid.
  - (c) Workforce retention and capacity.
  - (d) The national cost of living situation.
  - (e) Budget pressures.
  - (f) Health inequalities.
  - (g) Loneliness.
  - (h) Mental health.
  - (i) Changing partnerships arrangements through development of ICB, ICP and place-based commissioning.
  - (j) The need to manage increasing demand.

**The new vision for Adult Social Care in Darlington 2023-2026 is part of the wider Council vision, i.e.:**

- (a) We aim to create a friendly town where Children & Adults THRIVE.

- (b) Together and Inclusive.
  - (c) Health and Safe.
  - (d) Resilient and Strong.
  - (e) Independent and Innovative.
  - (f) Valued and Respected.
  - (g) Educated and Aspirational.
9. Through this vision we will work together with residents, partners, and communities to enable the citizens of Darlington to maximise their independence, their wellbeing, to have care and support when they need it and to empower them to contribute to and feel valued in their communities.

**Adult Social Care will do this by delivering on a number of Service Objectives e.g.:**

- (a) The delivery of strength-based practice supports the person to identify their own goals that enables them to achieve their outcomes (and promotes their independence and wellbeing).
  - (b) Supporting people and communities to feel safe and listened too by ensuring we are doing the right thing, at the right time, in the right way.
  - (c) Effective use of resources and budgets. (Ensuring we spend the Darlington pound wisely).
  - (d) Ensuring we have a highly skilled, professional, and initiative-taking workforce, promoting their well-being, personal development, and resilience.
  - (e) Ensuring people are supported in their caring roles to enable them to feel valued and empowered.
  - (f) Engagement and co-production with people with lived experience, staff, and partners; ensuring people are the centre of planning their own support.
10. We plan to deliver this:
- (a) Through the delivery of strength-based practice.
  - (b) Quality monitoring to ensuring we are doing the right thing, at the right time, in the right way.
  - (c) Effective use of resources and budgets. (Ensuring we send the Darlington pound wisely).
  - (d) Supporting people to have jobs, homes and feel part of their community.
  - (e) Enable carers to be supported in their caring roles.
  - (f) Ensure we understand the legislation and statutory guidance in our roles.
  - (g) Innovative use of technology.

- (h) Engagement and co-production with people with lived experience, staff, and partners.
11. We will ensure we are achieving our goals by having:
- (a) One agreed transformation plan (combining the baseline assessment, ADASS conversation/learning, internal reviews, feedback, practice, and performance intelligence).
  - (b) Identified leadership.
  - (c) Working SMARTER.
  - (d) Consideration how we can do things differently.
  - (e) High challenge with high support.
  - (f) A refresh of strength-based practice within Adult Social care teams.
  - (g) Accountability through regular reviews of vision and service plan and transformation plan which will be subject to routine monitoring, reflection, and reporting.
  - (h) Targets and milestones which are refreshed annually.
  - (i) The plan and vision fully understood and signed up to by teams within ASC, Commissioning, partners, and people.
  - (j) Feedback from people who use our services.

**We will base our transformation plan on the Think Local Act Personal key principles of Making it Real - I and We Statements, e.g.:**

## SIX THEMES OF MAKING IT REAL



Making it Real is built around six themes to reflect the most important elements of personalised care and support.

Each theme has a number of *I* statements that describe what good looks like from an individual perspective. These are followed by *We* statements that express what organisations should be doing to make sure people's actual experience of care and support lives up to the *I* statements.



12. Underpinning our vision and objectives will be quality assurance, performance and understanding of what good looks like.
13. As we embed the transformation plan, we will continue to deliver on our core operational activity as business as usual.
14. Strategically we will continue to contribute within the integration agenda as the Integrated Care Systems develop ensuring Darlington as a place has a voice and role within the system wide ambitions.

## The Transformation delivery plan 2023-2026

15. The delivery plan sets out into themes and strategic objectives and the ambitions within our vision and service plan priorities.

Themes	Strategic objectives
<ul style="list-style-type: none"> <li>Amazing practice/strength-based working and workforce</li> </ul>	<ul style="list-style-type: none"> <li>Service user/carers engagement, feedback, and co-production (the person's voice is central to everything we do)</li> <li>Ensuring Strength based approaches and practice (working with partners and the community)</li> <li>Highly trained and skilled workforce working in line with internal strategies and procedures.</li> </ul>
<ul style="list-style-type: none"> <li>Market developing, shaping, and commissioning (Creating the right conditions)</li> </ul>	<ul style="list-style-type: none"> <li>Commissioning Services to meet current and future need.</li> <li>Working wider community assets providing outcomes and making a real difference.</li> </ul>
<ul style="list-style-type: none"> <li>Ensuring safety</li> </ul>	<ul style="list-style-type: none"> <li>Effective Safeguarding - Ensuring safety for person, safe systems, and continuity of care.</li> <li>Ensuring continuity of care including supporting young people through to adulthood.</li> </ul>
<ul style="list-style-type: none"> <li>Strategic leadership and workforce development (Enabling delivery)</li> </ul>	<ul style="list-style-type: none"> <li>Strategic leadership and workforce development.</li> <li>Systems, policies, procedures, practice guidance and governance (that support effective social work and social care practice)</li> <li>Efficient, well managed budgets delivering services and support within the budget, being response to pressures and anticipating demand.</li> <li>Intelligence led Service development and planning.</li> <li>Improved Digital and Communications (inc. web,</li> </ul>

	information, self-service, use of technology).
<ul style="list-style-type: none"> <li>• CQC Assurance and Inspection Learning</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of Annual Self-assessment.</li> <li>• Quality, performance and practice information is current, relevant and targeted.</li> <li>• Feedback from people who use services.</li> <li>• Communication and support to teams and wider council, partners and people.</li> </ul>

16. Development of key plans including:

- (a) Engagement and coproduction strategy (linked to Council's Housing engagement strategy).
- (b) Quality assurance and practice improvement framework.
- (c) Staff health check and action plan.
- (d) ASC Workforce development plan (incorporated into People's WFD strategy and wider corporate strategy).
- (e) ASC supervision guidance and audit.
- (f) Strength based practice framework.
- (g) ASC Policies and procedures.
- (h) JSNA 2023-onwards.
- (i) Commissioning and sustainability plan.
- (j) Carers strategy.
- (k) Market position statement.
- (l) Digital transformation plan linked to the Council and Wider Tees Valley Transformation plans.
- (m) Performance and Practice framework.
- (n) Refreshed Public Health Plan.
- (o) Annual Self-assessment.

## **Recommendation**

17. It is recommended that:-

- (a) Members of the Overview and Scrutiny Committee Scrutiny note the contents of the report.

**Joss Harbron**  
**Assistant Director Adult Social Care**

Joss Harbron: Assistant Director Adult Social Care