



# Adult Social Care and Prevention Directorate Plan Executive Summary 2024



**WE ARE NEWCASTLE**  
A proud, fair and ambitious city

Newcastle  
City Council



# About our directorate

Adult Social Care and Prevention (ASC&P) brings together our prevention service, social work, internally delivered care services, and our allied support functions. From early information and advice, and someone's very first contact with Community Health and Social Care Direct or Welfare Rights, through to Social Work, finance commissioning, and direct delivery of care and support.

In an average year, we receive/ support:



# What we do

The directorate employs approximately 770 people, representing 670 FTEs. Our structure is lean, making efficient use of the skills we have across all roles and encouraging distributed leadership at all levels.

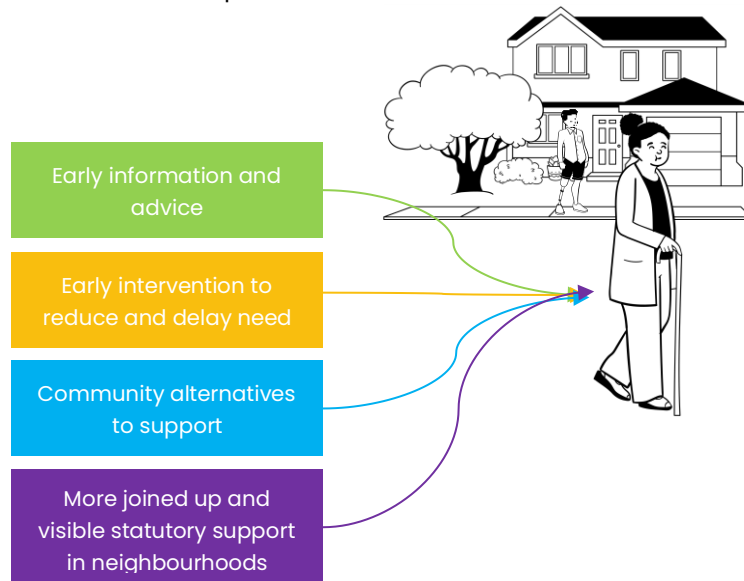
All our teams work together to ensure adults in the city are safe, supported, and can live a fulfilling independent life, while preventing, reducing, and delaying need.

Through our focus on building people's assets, we work closely with partners to look at a person in their whole context. Where we can, we seek to prevent need by listening to what the person wants and providing proactive responses like information and advice and linking them into community-based groups.

Where people already have needs that they require support with, we seek to help them regain independence and control through services such as Reablement, Welfare Rights, our short-term learning disability and mental health service at Allendale Court.

Where someone has ongoing need for care or support, we work to ensure this helps them to live the life they want to live, promotes their wellbeing, and is of the highest quality.

We do this through long-term services such as homecare – our innovative model enabling carers to be flexible with the support they provide based on people’s aspirations – through our wide range of supported housing options, and through the range of high-quality residential options in the city. Much of this support is delivered alongside digital support which can help people to take control of their care and retain independence.



Wherever possible, we work with local providers in the voluntary and independent sectors to create a wide range of care and support options for people across the city.

Where support is more specialist in nature, or does not align with market incentives, we directly deliver services ourselves. These services include:

- **Reablement:** citywide short-term support to help people regain independence
- **Connie Lewcock:** specialist short-term rehabilitation
- **Castle Dene:** short-term care and crisis support for people with learning disabilities and autism
- **Welford:** day services for people with learning disabilities and autism
- **Byker Lodge:** a short-term Dementia service supporting people at a time of crisis
- **Scrogg Road:** short term rehabilitation and crisis support for people with mental health concerns
- **Transport:** specialist transport to help people access and remain connected to their communities
- **Welfare Rights:** specialist welfare advice and support for people around financial inclusion

We continually review these services to ensure they provide excellent quality support, are value for money, and that they are fit for the future. We are currently developing our Internal Services Strategy which will set out our plans for these services over the next 5 years.

# Workforce

Newcastle is a great place to work in adult social care and the 9,600 people working in the sector in the city are our biggest strength. Their knowledge, resilience, and focus on getting the best results for individuals has been the driving force behind the quality of our services, our ability to transform, and our innovative partnership working.

To support a strong local workforce we are:

- Developing our **Health and Social Care Academy** to make it easier to bring people into roles in social care and to match them with great jobs
- Developing our **Health and Social Care Apprenticeships** to create more exciting roles which give people an opportunity to work across the whole system
- Leading on **local recruitment campaigns** which are joined up with neighbouring authorities to show people that social care is a great career and encourage them to join
- Investing in the wellbeing of our workforce through a comprehensive **employee support programme** and negotiating access to NHS benefits for our frontline social care workforce.

All of this has meant that our latest Social Work Health Check shows that our workforce feels supported and valued, while adult social care continues to make a c.£318m gross value-added contribution to the city.

# Our vision and values

Our vision is to be a healthy, caring city for all. To achieve this, we want to support people to live the lives they want to live by fostering thriving communities, promoting independence, prioritising wellbeing, and keeping people safe from harm.

We are doing this by embedding ABCD principles throughout all our work, from the way we support people, through to how we design and commission services, and how we work with local communities and the VCS.



Everyone has talents, gifts, and skills	These need to be identified, valued and recognized for the contribution they make.
Build relationships	Friendships and collaboration our work. There is collective strength in our togetherness.
Do no harm	Actions must be accountable and clear - what am I enhancing, restoring, or replacing?
Build on what exists	Make the strong stronger. Unleashing capacity to act on what matters to people.
Focus on making a difference	Permission to try new things, celebrate success, and learn from every action.
Trust, honesty, and respect	Ensure parity of esteem for all.
Redress the balance	People and neighbourhoods have autonomy to take action and find their own solutions.
Recognise the journey	We will be flexible, change as we learn, and embrace the expertise within communities.
Thinking long term	Adequate time and resources are committed to do things differently.

# Our priorities

Our priorities to deliver our vision are based on 4 areas:

**Our new Front Door:** working with people and their families to provide a responsive proactive service that establishes the strengths and assets of the person, their networks and their communities to ensure that they can regain as much independence as possible and are enabled to live the life they want to live.

**Neighbourhood Social Work teams:** building on the strength of our neighbourhoods, and the strengths that people have in their own lives. We will have much more person-centred and flexible conversations with people who may benefit from care or support. Some social work teams will be based in localities to enhance neighbourhood focussed services.

**Build on our Working Together approach:** what people tell us about their care and support is crucial to delivering support that is truly person-centred and empowering. We have co-designed a 'Working Together Plan' with local people who have told us how they want us to hear their voice through the work we do.

**Revolutionise how we use digital:** advancements in digital technology and artificial intelligence have created huge potential to change how people experience and

interact with adult social care. We are developing a Digital Strategy to unlock this potential to promote choice, control and independence for people who use services and their carers, and to empower the social care workforce with more efficient tools and data-driven insights which inform practice.

## Our political priorities

As a broad directorate our work covers multiple portfolio areas seeking to deliver on a wide range of political priorities. These include:

### A healthy, caring city

The healthy, caring city portfolio strives to ensure safe, effective adult social care and public health services, reduce health inequalities so that residents enjoy longer, healthier lives and are able to live as independently as possible for as long as possible.

Our healthy caring city portfolio priorities are:

- Supporting the recruitment and retention of care sector workers, including paying carers a real living wage
- Further embedding services and staff into neighbourhoods

- Tackle social isolation by supporting people to be digitally included
- Campaign to protect our NHS

### An inclusive economy that works for all

The inclusive economy priorities seek to ensure that we all have to have equal access to jobs and opportunity.

Our inclusive economy priorities are:

- Ensure local businesses and local jobs are prioritised in the procurement of council goods and services (ASC&P related procurement)
- Promote Newcastle becoming a real living wage Employer (ASC&P related commissioning)
- Support the Council's Welfare Rights service to offer help and advice to residents

These political priorities build on our work to ensure we have strong communities that support one another, that we work in an asset-based way, and that we work in collaboration with local partners.

# Our resources

## Where we invest our resources

The majority of our resources are spent on support for people with a learning disability, autism, or both, and support for older people. Wherever possible, we support people to continue living in their own homes.

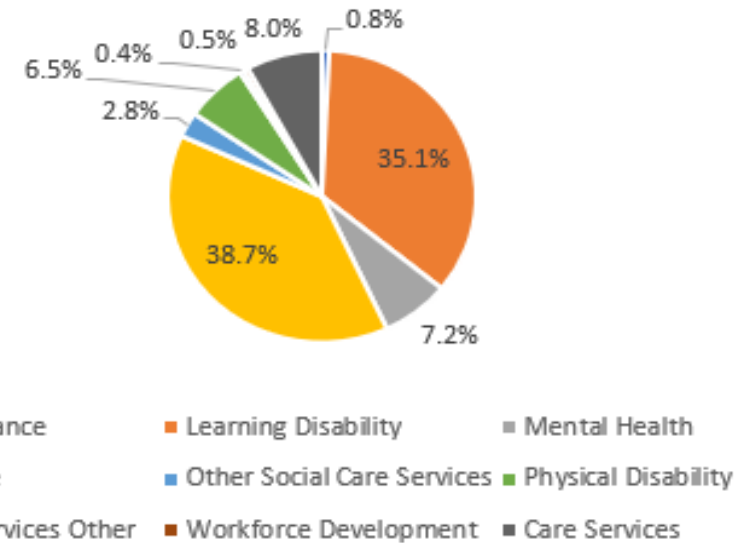
## Supporting the VCS

During 2021/22, we invested [£41.4m](#) of this funding in the VCS, and 69% of this was kept in the North East.

## Our funding mix

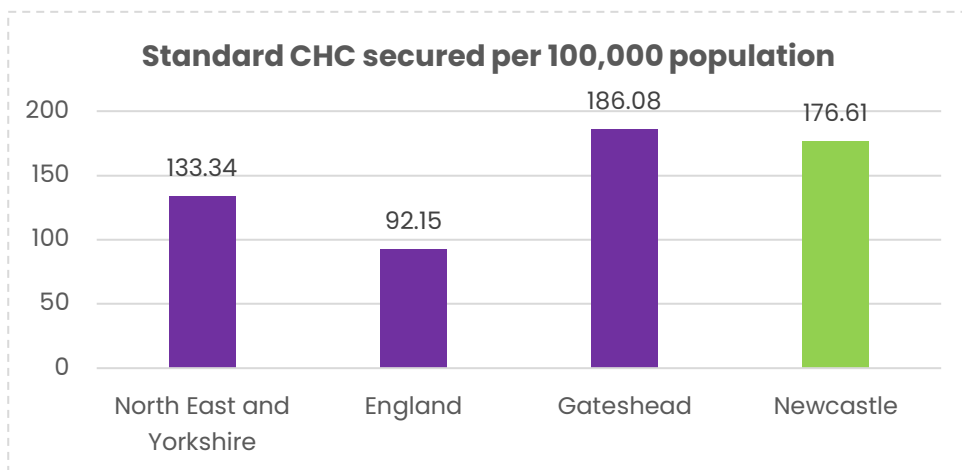
24% of our funding comes from short-term funding sources i.e. sources that are for one-off projects or are not committed for more than 12 months. We continue to lobby government to make funding for adult social care more sustainable and longer-term.

ASC&IS 2022/23 Budget



## Other funding sources

Most of the funding that we attract relates to funding from NHS partners to pay for health-related services that we manage and/ or provide on their behalf. This is not 'income', rather it is funding which an individual has a right to for their care and support. The Council is highly effective at securing these services for local people, as can be seen by our CHC rates per 100,000 people.



## Newcastle Pound

We look at all our resources alongside those of Collaborative Newcastle partners via our pooled, aligned, and in-view budgets. This total funding amounts to £666m investment in health and care for the city. Together, we want to shift the proportion of funding invested in acute care towards more preventative and community-based support.

# Our programme of work

Our programme of work centers around 4 areas: Reform, Reframe, Review, and Respond.

## Reform

Reform projects relate to our preparations for adult social care reform as set out in People at the Heart of Care.

## Reframe

These projects relate to our internally driven transformation, these projects are all about ensuring local people can lead the lives they want to lead as part of strong and connected communities.

## Refresh

Refresh projects relate to national change in legislation and/ or strategy. In these areas where we are expecting or implementing change to the way we practice.

## Respond

Respond projects relate to areas where change is driven by external factors beyond our immediate control, for example, changes in the labour market or an increase in the number of people seeking asylum.

Alongside these projects, the strategies and plans we will deliver this year include:

- Directorate Workforce Strategy
- Directorate Digital Strategy
- Directorate Co-production Strategy
- Council of Sanctuary Strategy
- Council Consultation and Engagement Strategy
- Internal Services Strategy
- New models of care pipeline
- Revised Carers Action Plan
- Dementia Action Plan



- Autism Strategy (led by the ICB)

## Communications

The way we communicate with people, politicians, colleagues and partners is crucial to effective delivery and the development of trust in the support that we provide.

Our plan is underpinned by several core building blocks:

- Colleague briefings, newsletters, and surveys
- Member newsletters and briefings
- Provider newsletters and forums
- Information Now
- Social media
- Council website
- Letters
- Direct conversations with people

This year, as well as our regular information and advice, we are promoting:

- January: Great Winter Get Together
- March: World Social Work Day
- March: Social Work Week (to run concurrently with the above)
- March – April: World Autism Acceptance Week
- May: Dementia Awareness Week

- June: Carers Week
- October: International Day of Older Persons (whole month of activity via Age Friendly Newcastle)
- November: Carers Rights Day
- November: Safeguarding Adults Week

## Performance

There are a number of ways that we report on our performance, including statutory returns and complaints which we report on in our [Local Account](#). We are preparing for changes to the statutory measures we report on with the move to client level reporting during 23-24.

We know we currently perform well in areas such as:

- Supporting people with learning disabilities and/ or autism to draw on support in their own homes
- Helping to reduce short-term needs and enable people to live independently for longer
- Keeping people out of residential care and promoting their independence

Yet we would like to see improvements in areas such as:

- The number of people who are drawing on secondary mental health services who can do so from their own homes. We are co-developing our mental health

continuum of support and re-designing our contracts to enable this to happen

- Reducing the need for ongoing low-level support. We will do this through building the strengths of our communities via our Newcastle Neighbourhoods programme, and taking an asset-based approach to social work through our 3 conversations model.

## Risks and opportunities

We are currently at a critical point for adult social care. Long-term funding reductions, coupled with population increases, the Covid-19 pandemic, increasing inflation, and pressures in the workforce have come together to create a difficult picture for authorities, providers, the workforce, and people alike. Below we have set out some of the key risks and opportunities facing the directorate.

- Lack of sustainable funding
- Increased population growth
- Lack of workforce availability
- Serious provider failure

While times remain difficult, there are still opportunities for adult social care and the wider health system to consider over the coming year.

- Expansion of the combined authority
- Integrated Care System development
- Workforce innovation
- Professionalisation of the workforce

We work closely with colleagues, partners, and providers to plan for and mitigate the risks we face while also planning to make the most of the available opportunities for the city.

## Further information

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