

# Norfolk Adult Social Services - update

*“Supporting people to be independent, resilient and well”*

**Promoting  
Independence:  
Living well and  
changing lives**

December 2022

# Adult Social Care – Norfolk Vision & Strategy

## Vision Statement

“Supporting people to be independent, resilient and well”

**Prevention and early help:**  
Empowering and enabling people to live independently for as long as possible

**Staying independent for longer:**  
For people who are most likely to develop particular needs, we will try and intervene earlier

**Living with complex needs:**  
For some people, there will be a need for longer term support

## What our services should look like to deliver our vision

A strong local prevention ethos that seeks to prevent, reduce and delay long term need

High quality social care that builds on the strengths of the person, whether supported by family and carers, our staff or services we commission

A responsive service that provides immediate support in a crisis and prioritises safeguarding but also supports you to manage in the long term

A service that enables effective hospital flow but focusses on maximising long term outcomes for its people

A skilled, qualified and engaged workforce that are provided with the tools to do their jobs effectively

A service which has strong partnerships with the NHS, district councils, and voluntary sector to delivery the best it can for people

A service that fully engages with people, listening to and acting on feedback and making changes through co-production

A service that makes the most of technology and digital innovation, and uses data to make informed, effective decisions

A service that operates efficiently, delivers within its financial envelope and offers value for money for tax payers

# Adult Social Care – Priorities for 2022 onwards

## TRANSFORMATION

**Prevention and early help:**  
Empowering and enabling people to live independently for as long as possible

**Staying independent for longer:**  
For people who are most likely to develop particular needs, we will try and intervene earlier

**Living with complex needs:**  
For some people, there will be a need for longer term support

### Connecting Communities

- Initial Contact
- Resilient Communities
- Social care model and environment
- Short-term support

**Short-term offer – balancing the ‘pull’ of the acute hospitals and expectations with Homefirst principles.**

- Reduction in s/t beds
- Increase in wrap around
- Step down units
- Discharge to Assess
- NFS review
- Home support

### Accommodation

Independent living – homes for older people and for people with disabilities

### Market shaping

Norsecare Transformation  
Care market recovery

## REFORM

### Putting People At The Heart of Care

- Introduction of care cap
- Market parity – fair cost of care
- Expansion of assessments
- Care Account
- Implementation for October 2023

### Integration White Paper

- Place Boards
- Further section 75s?
- Fuller operational integration
- Joint commissioning opportunities

## RECOVERY

Backlogs

Recruitment

Well being

Stabilising Care Market

Interim Care List

# Recovery – the challenge

## • July 2022:

- >3000 people on holding lists
- >260 people on a SCCE holding list (front door)
- >2700 people on Deprivation of Liberty Safeguards backlog
- >4700 with an outstanding statutory annual review
- >700 people on an interim care list, including 100 held with Reablement
- >450 in a Short Term Resi Bed
- Service operating with c20% Social Work vacancies, staff turnover of 14% and sickness of 7%

## November 2022:

- <2900 people on holding lists 4% reduction
- <180 people on a SCCE holding list (front door) 30% reduction
- <2650 people on Deprivation of Liberty Safeguards backlog 2% reduction
- <300 people on an interim care list 57% reduction
- <360 in a Short Term Resi Bed 33% reduction
- >5100 with an outstanding statutory annual review 9% increase

Service now operating with c17% Social Work vacancies, (reporting c.20% in July)

# Our response



Team-led solutions – a month-long trial and testing of ideas



Consistent, robust approach to prioritising people waiting, so the most urgent people are not left without support



Proactive calls and follow-ups – checking in, and connecting



Re-invigorating strengths-based working

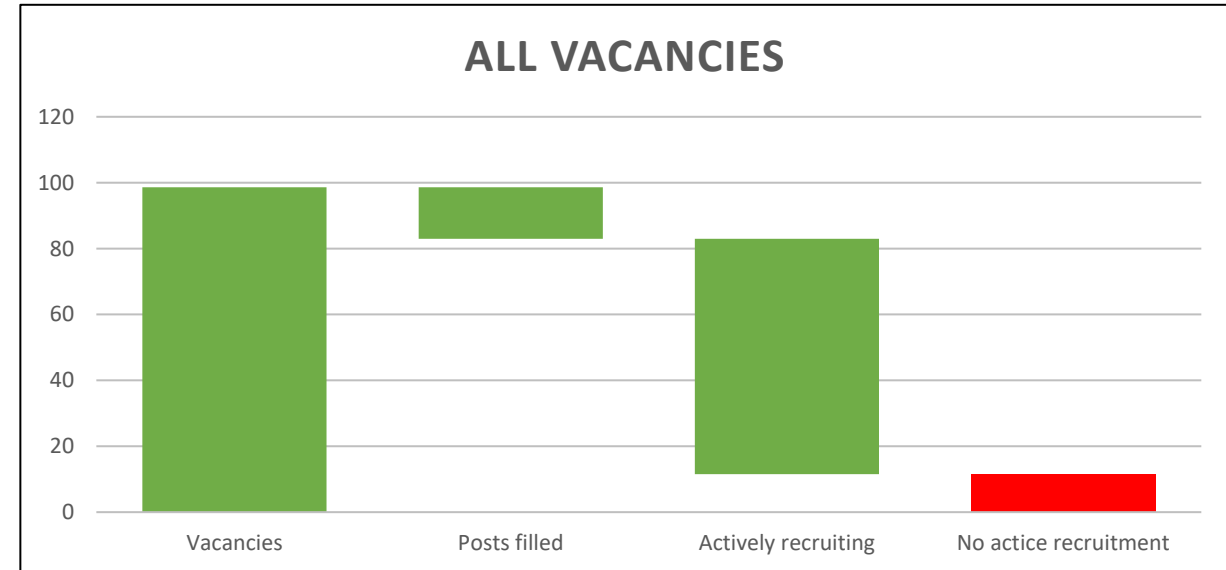


Better, simpler, faster approach for recruiting to vacancies

# Recruitment and retention

We have taken greater ownership in the department for recruiting

- Marketing campaign for Norfolk First Support
- Centralised team, centralised process to speed up the process at all stages
- Introduced golden hello of £2k for social workers
- Dedicated roles for international recruitment
- Developed internal tracker to enable data led improvement approach to recruitment
- Weekly Director review of progress and blockers
- Looking at expansion of apprenticeship programme
- Protected time for training for social worker and OT roles
- Retention payment for NFS roles



This shows the 98 social work and occupational therapy vacancies across all teams at 22/11/22

# Wider Market pressures

The social care workforce poses the most significant issue to addressing immediate challenges and realising system reform ambitions. Despite being our greatest asset, our social care workforce is in a worsening crisis.

Sufficiency and retention of a skilled workforce remains the biggest challenge and priority for the sector.

## Key Challenges:



**Growth in complexity of need**



**Wellbeing**



**Pay and conditions**



**Image of social care**



**Financial pressures on the entire system**



**Affordable housing and infrastructure**

## Cost of living Survey led by Norfolk Care Association:

- 78 care staff responded to the survey and 82.05% said that they were worried a great deal (57.69%) or a lot (24.36%) about the cost increases of energy and fuel on their ability to afford to work within the adult social care sector.
- 46 out of 74 who responded stated that they did not think that they would be able to afford to continue to work at their current income rate within the next 6-12 months.

# Quality – place based lens

## A place based lens

North	
Overall	71.6%
Home Support	86.4%
Residential	65.9%
Nursing	66.7%

West	
Overall	71.6%
Home Support	81.8%
Residential	69.8%
Nursing	55.5%

Norwich	
Overall	73.8%
Home Support	73.8%
Residential	71.4%
Nursing	81.8%

East	
Overall	58.6%
Home Support	62.5%
Residential	58%
Nursing	57.1%

South	
Overall	75%
Home Support	71.9%
Residential	79.2%
Nursing	62.5%



All Services	Total homes	Number with restrictions	% of homes with restrictions
Nursing Homes	59	8	13.6%
Residential Care homes	273	44	16.1%
Total	332	52	15.7%

The number of beds affected by homes under quality restrictions resulting in no new placements or a requirement to contact the QA team before placing:

- Residential care homes 891 beds
- Nursing homes 334 beds



# Programme Vision and Workstreams



# Social Care Reform

- Chancellor announced a delay to social care reform for at least two years
- We will continue to work on preparations for those changes – notably:
- Self-assessment – testing and trialling how we could help people complete a self-assessment
- Building care accounts, in advance of the reform – this would give people more control and access to their charges
- Using more on-line ways of communicating with people – but always recognising that this will not be right for every one