

Risk title: Failure of providers to provide care to vulnerable people

Risk description: Widespread absence of staff due to sickness and or having to self-isolate may impact the supply of staff across the care market. There may not be enough care capacity to meet demand which could leave vulnerable people without adequate care. Care providers fail to meet needs of residents increasing the risk of a safeguarding and quality issues.

In response to this risk the following actions are being taken

- **NCC Winter Plan** - NCC Winter Plan in place and actions delivered as part of this programme of work. In total 70 actions have been identified with approx. half of those actions delivered. More information is provided on the following slide concerning the actions being delivered.
- **NCC Quality approach** – Onsite quality assurance audits recommenced April 2021 including a strengthened Integrated Quality Service. Focus is on scheduled audits and undertaking work with providers with identified quality concerns. A quality plan will be developed in 2022 to enable a whole system approach to quality improvement.
- **NCC Risk management approach** – Intelligence on the care market is being gathered to provide an informed view of potential provider risk and market failure (focused on Residential/ Nursing Care and Domiciliary Care). This information enables a proactive response and conversation with providers, where risk has been identified.
- **Learning Disabilities** – Provider at risk protocol in place and a number of residential care homes are being managed and supported through this approach (either they have given notice or there are significant quality concerns. It is a co-ordinated response working with Norfolk and Waveney Clinical Commissioning Group.
- **Workforce** - To help address workforce shortages, the council has swiftly allocated the workforce recruitment and retention grant to providers. In addition, universal measures have been put in place including extending our recruitment campaign, an earn while you learn scheme, launching a Norfolk Care Academy and recruitment workshops. The Workforce Strategy was published last year including a three year implementation plan.
- **Fee uplift** – Cabinet has recently approved a fee uplift of 6% that represents the highest fee uplift offered by this Council for the Adult Social Care market in at least the last 5 years

Winter Plan - Overview

In **response** to the increased demands and challenges for winter 2021/22 Adult Social Services have produced a Winter Action Plan for Norfolk.

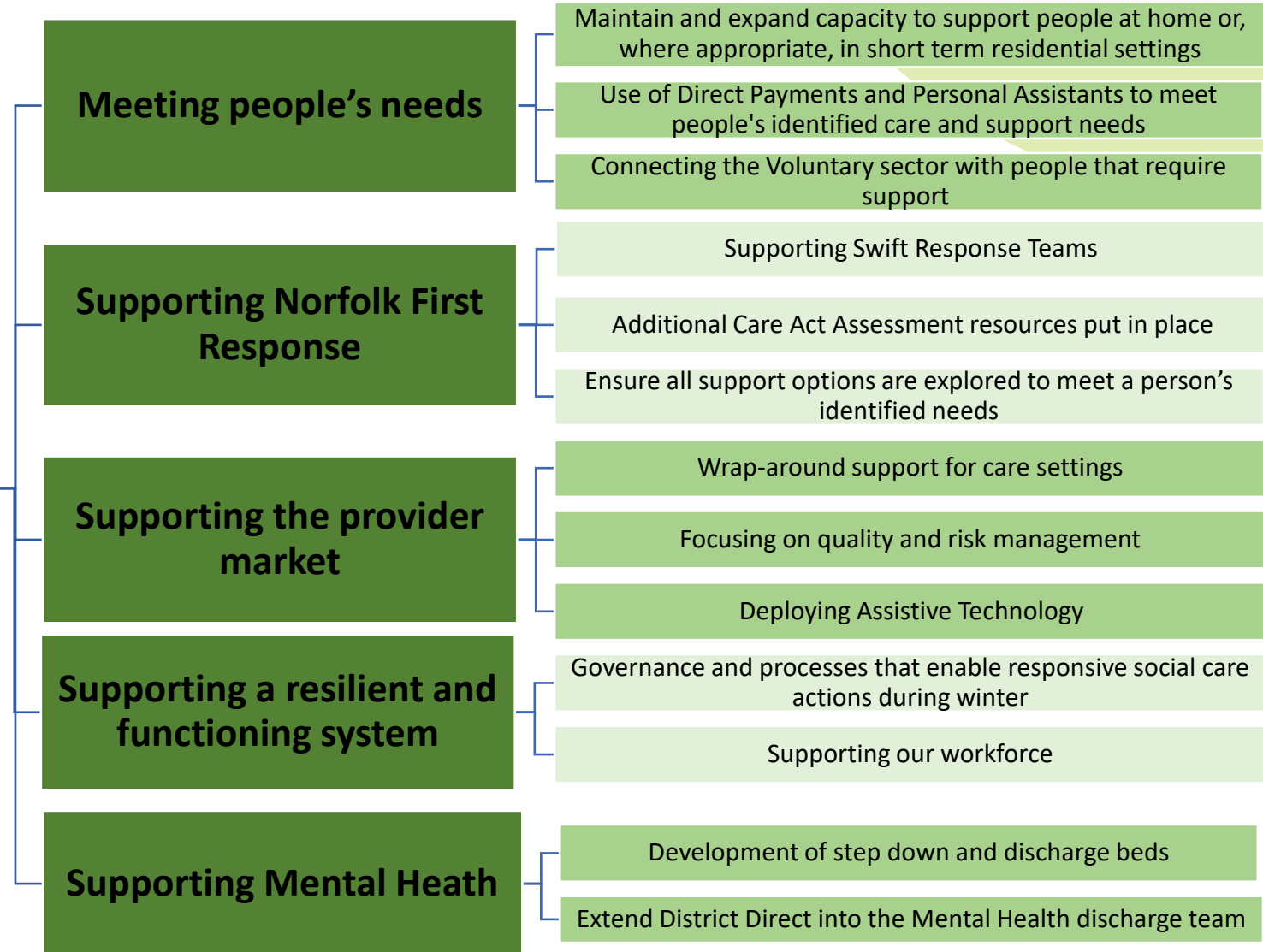
This plan will set out not only the **unprecedented** challenges faced by Social Services at this time, but the practical solutions being put in place to manage these challenges:

- **Recruitment challenge** and keeping people in the care workforce as a major challenge
- Increase in **complexity** of cases
- **Covid** and other respiratory illness

The significance of the recruitment challenge cannot be underestimated. We know that Care Providers are in direct competition with the hospitality and service industries in attracting and retaining staff. This is an issue that continues to be a challenge, until the fundamental issue of pay within the care sector can be addressed.

Maintain high quality, safe ASS provision during winter and support with system-wide winter pressures

Norfolk's ASS Winter Plan Themes



A plan for driving up quality – Priorities for 2022

