



Norfolk Adult Social Services Strategic Context

Norfolk's population continues to grow, and in common with other areas, people's lives and expectations are changing significantly. People live for longer and patterns of employment are changing. People moving around the country more for jobs than in previous generations, means families are not always near their relatives to help and support. Families are under increasing pressure, and society's concern for children's and adult's safety has placed additional responsibilities on local authorities for ensuring their protection.

The impact for our social care services – like many other areas – has been to see an increase in our spending on the more intensive type of services. As well as being costly, it is, more importantly, increasingly at odds with what people want. The Care Act is a response to these changes and gives local authorities a clear responsibility across the whole of our population to prevent, reduce and delay the demand for social care.

Our vision – to support people to be independent, resilient and well

Norfolk County Council has a vision. To achieve our vision, we have our **Promoting Independence Strategy** which is shaped by the Care Act and is a positive response towards managing what is a difficult financial climate for public services across the UK. We need to manage demand and have a sustainable model for the future, at the core of which will be quality social work which builds on the strengths of individuals.

The **Promoting Independence Strategy** is one of four priorities which make up Norfolk Futures – a county council strategy to use resources effectively to manage demand and ensure services are sustainable for future.

Promoting Independence has three main elements:

Expansion of prevention and early help – empowering and enabling people to live independently for as long as possible, through giving people good quality information and advice which supports their wellbeing and stops people becoming isolated and lonely. We will help people stay connected with others in their communities, tapping into help and support already around them through personal networks, support from families and friends and local voluntary and community groups. For our younger adults with disabilities, we want them to have access to work and housing and social activities which contribute to a good quality of life and wellbeing.

Staying independent for longer – for people who are most likely to develop long terms needs, we will try and intervene earlier. Certain events, such as bereavement or the early stages of an illness, like dementia, can be a trigger for a rapid decline in someone's wellbeing. With some early support we can stop things getting worse and avoid people losing their independence and becoming reliant on formal services. Our social care teams will look at what extra input could help people's quality of life and independence – this might be through smart technology, adaptations to their homes to prevent falls, or access via telephone or on-line to specialist and tailored advice. When people do need a service from us, we want those services to help people gain or re-gain skills so they can live their lives as independently as possible. This could be a spell of intensive



reablement after a stay in hospital, to restore their confidence and their ability to carry out day to day tasks.

Living with complex needs – for some people, there will be a need for longer term support. This might mean the security of knowing help is available for people with conditions like dementia, or support for carers. We will look at how we can minimise the effect of disability so people can retain independence and control after say a stroke or period of mental illness. For some people, moving into residential care or to housing where there are staff close by will be the right choice at the right time, but such decisions should be made with good information and not in a crisis.

What people tell us

- They want people to understand the importance of adapting the home environment to make it accessible as their needs change, so that people can continue to self-care and to be safe: “as much as they want to remain in their own home, they could get forgetful around the house”
- They want to be able to access reliable services to manage household and home repair tasks to stop: “everyday life becoming overwhelming”
- They are concerned about the affordability of the kind of support people would need: “having care that is sensitive to needs, reliable and affordable”
- They want to be able to get help easily: “help to find care easily, a sort of one-stop-shop”
- How important local community connections are in helping people stay independent: “...social activities and education opportunities in the local neighbourhood, a good network of friends in the local area, close to a place of religious worship” and support from local networks: “a personal alarm which helps her to feel safe. Local neighbours are aware and one has a key”

What you will see

Prevention and early help

- Strengths-based social work at the heart of our service that builds on what people can do, rather than what they can't
- An increased focus on prevention through developing a network of community connectors
- GPs, nurses and other health care workers referring people to community and social connectors instead of a medical intervention
- A comprehensive Norfolk Directory of services which is up to date, practical and easy to use. This will be **the** place where people look for everything from dementia cafes to wellbeing groups to residential care
- Smarter information, advice and guidance which is clear and relevant



- Information on our website which helps people find the help and advice they need
- A focus on loneliness and isolation through services and our social work approach

Staying independent for longer

- Easy, quick access to home adaptations so that people can still live at home even if their condition worsens
- Digital innovations so the new generation of smart phone owners can use apps and on-line support to help cope with changes in their lives. For example, on-line support groups and wearable technology such as GPS trackers
- An expansion of home-based and accommodation based reablement which is focused on building skills and confidence to stay independent
- Home support which helps people with daily tasks and develops their skills, so they can do more for themselves
- Enabling younger adults to be ready for work or volunteering
- Good advice and practical support for employing personal assistants
- More people using direct payments to find their own bespoke care solutions
- A shift away from buildings-based day services and instead, helping people to be part of activities that interest them and explore volunteering and employment opportunities to stretch their independence

Living with complex needs

- A range of housing options for people which retains their independence, this could include supported housing, housing with care and extra housing with care
- Practical help for carers to prevent crisis and breakdown including a wider range of respite support
- Help for people living at home with dementia including intensive support in a crisis
- Round the clock help available for people at home who have a sudden need but don't need the emergency services
- For people who do need to go into hospital, smooth systems to ensure their length of stay is minimised
- For people who need residential or nursing care, a sustainable care market which gives people affordable choice

Delivering change

On any one day we handle 200 new contacts, help and support around 12,000 people, and spend about £1m.

We continually analyse the people that we help and support and change our practice so that people can stay independent for longer. We are changing where we spend our money and how and what we commission to ensure more early support which we can be sure makes a difference.

The changes we are making for Promoting Independence are not ones we can achieve on our own. Critical to success will be integration with the NHS and joint working with other public services and the third sector to develop vibrant, supportive networks in communities.

We have five top change priorities:

APPENDIX A



Living Well - strengthening our strength-based approach to social work which focuses on what people can do, rather than what they can't do. Connecting people to personal and community assets which will support them to be independent, resilient and well

Transforming learning disability services - a new 'offer' for people with learning disabilities which is based on enablement and promotes independence. Traditional support draws heavily on formal adult care support, so we will modernise our offer to be more ambitious for service users, to enhance independence and improve overall wellbeing.

Integrated short-term support - critical to helping people stay independent for longer, or to recover after a stay in hospital, are services which aim to recover as much confidence and independence as possible and avoid long-term decisions in a crisis.

Technology enabled services - refreshing and increasing the use of assistive technology, making it quicker and easier for people to make the most of new developments. Recognising the potential of digital opportunities to complement more traditional face to face care.

Housing - a ten-year programme to develop 2,842 Extra Care units, to support older people to stay independent in their local communities. This is in partnership with district councils, social landlords, developers and providers.