

# Achieving Care Together

Care market engagement week

**3 – 7 February 2025**



**A**chieving  
**C**are  
**T**ogether

2025

**Improving care quality, sustainability and support offers in the adult social care market is a key priority for Norfolk County Council and its partners.**

Bringing together key organisations to share our work to date including best practice, engaging on future projects, identifying priorities and strategies for the social care and health system, celebrating achievements, and engaging on areas of improvement.

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# Introduction.



**Ian Wake**  
Executive Director of Adult Social  
Services, Norfolk County Council

I am delighted to welcome you to our first online Achieving Care Together care market engagement week. This week is a series of online sessions, during which you will hear from a range of speakers, unite with fellow care market partners, and gain knowledge and understanding of the projects and programmes available to achieve good care for the residents we serve.

## **Building on the success of last year's conference at Dunston Hall, our outcomes were:**

- **Sustained engagement:** fostering an atmosphere to sustain care market engagement in 2024/5.
- **Celebration of excellence:** highlighting the great work achieve by providers, partners and key stakeholders.
- **Increased awareness:** exploring care capacity and demand across the sector.
- **Enhanced understanding:** identifying care providers' support, signposting, and information needs.
- **Quality monitoring awareness:** highlighting Healthwatch's role in supporting quality improvement.

This year, our presenters will update you on progress following your feedback in March 2024, and as a result, we are hosting some new sessions providing topical information. There will also be the opportunity for discussion to support your staff as business developments.

As Norfolk's newly appointed Executive Director of Adult Social Services, I am excited to learn more about the range of projects, programmes and best practices in the sector, well as any challenges you may face.

## **Our shared aims include continuous improvement in:**

### **Care quality**

As of November 2024, 69.2% of our care sector was rated Good or Outstanding by the Care Quality Commission. Between June 2023 and June 2024, the Integrated Quality Service worked collaboratively with providers to publish 128 PAMMS reports on visited care services, providing targeted support to those that did not meet the required standards. Several ACT sessions are part of this collaborative effort:

- Care Quality Standards
- Peer Support with Norfolk Care Association
- Safeguarding
- The Real Care Deal (previously known as the ethical framework)

## Care market sustainability

Norfolk's population has increased in the past decade, particularly in the over 65s. An increase in older people raises the demand for care services. In 2023/24, for every 100 people the Council arranged care for, 67 were aged 65 and over, and 55 were aged 75 and over. The need for social care has risen with the number of people having specific health conditions, such as dementia, learning disabilities, mental health, and physical disabilities. In Norfolk, there has been a significant number of care service closures in recent years. Norfolk's care sector supports a range of often multiple and/or complex needs.

There are ACT sessions to participate in to help our understanding and developments in market sustainability:

- Market Position Statement – with a spotlight on Supported Living
- Intergenerational Workforce
- International Recruitment East
- Collaboration Place-based Commissioning.

## Support offers

The Care Act 2014 s5 places a duty on local authorities to foster continuous improvement in the quality of services. Norfolk County Council performs these duties primarily via its work with care providers in forming constructive and positive professional relationships, auditing, signposting and supporting improvements. Several ACT sessions are being held to achieve this:

- Positive Behaviour Support with Supporting Positively
- Energy Audits
- Cyber Security with Norfolk and Suffolk Police

In addition to the aims above, I want to share some highlights from the past year:

- The implementation of the Day Opportunities Framework to enhance wellbeing through meaningful activities, social support, and care for those with complex needs, as well as initiatives to promote independence by developing life skills, improving access to community services, and supporting people to secure paid employment.
- Care Providers that had been historically non-compliant and/or inadequate are now compliant with statutory regulations or no longer in business.
- A new Home Care Principal Provider model is being implemented for more robust strategic relationships and to provide sustainability in the sector.
- The Capital Housing programme has focused on developing independent living schemes for older people and supported living accommodation for working age adults.
- Two new Independent Living schemes are being built in Harleston and Hunstanton, and three Supported Living sites are being built in Norwich, Kings Lynn and Swaffham.
- For the first time the adult social care sector has come together, led by Skills for Care, to develop a National Workforce Strategy.

And finally, thank you for your hard work to date. I hope you find this week inspirational and take this opportunity to share your experiences and engage leaders across the care market. I look forward to meeting you all virtually and learning more about the care quality, sustainability and support developments in Norfolk.

**Thank you.**

# Timetable.

Monday 3 Feb	Tuesday 4 Feb	Wednesday 5 Feb	Thursday 6 Feb	Friday 7 Feb
<p><b>9:30 – 11:15am</b></p> <p><u>Welcome launch</u> - with Gary Heathcote</p> <p><b>Presenters:</b> Mark Topps and Adam Purnell, Lee Mummery</p> <p><b>Host:</b> Chris Scott</p>	<p><b>9:30 – 10:30am</b></p> <p><u>International Recruitment East</u></p> <p><b>Presenter:</b> Cat Ainsley</p>	<p><b>9:30 – 10:30am</b></p> <p><u>Recruitment and Retention of an intergenerational workforce</u></p> <p><b>Presenter:</b> Helen Wright</p>	<p><b>9:30 – 10.30am</b></p> <p><u>Peer Support</u></p> <p><b>Presenter:</b> Angie Steggles</p>	<p><b>9:30 – 10:30am</b></p> <p><u>Collaboration</u></p> <p><b>Presenter:</b> Shaun Wilson-Gotobed</p>
	<p><b>11am – 12pm</b></p> <p><u>Positive Behaviour Support</u></p> <p><b>Presenter:</b> Jo Coulson, Supporting Positively</p>		<p><b>11:30am – 12:30pm</b></p> <p><u>Delegated Health Interventions</u></p> <p><b>Presenter:</b> Karen Keeler</p>	<p><b>11:30am – 12:30pm</b></p> <p><u>Safeguarding</u></p> <p><b>Presenters:</b> Heather Roach and Becci Booth</p>
<p><b>1 – 2pm</b></p> <p><u>Market Position Statement Spotlight on Supported Living</u></p> <p><b>Presenters:</b> Becci Brown, Rachel Gates, Jessamy Hayes</p>	<p><b>1 – 2pm</b></p> <p><u>Energy Audits</u></p> <p><b>Presenter:</b> Mark Bailey</p>		<p><b>1:30 – 2:30pm</b></p> <p><u>The Real Care Deal</u></p> <p><b>Presenter:</b> Julia Philips</p>	<p><b>1:30 – 3pm</b></p> <p><u>Reflections on the week with Q&amp;A panel</u></p> <p><b>Presenters:</b> Ian Wake, Angie Steggles, Gary Heathcote, Nick Clinch, Susanne Baldwin</p> <p><b>Host:</b> Chris Scott</p>
	<p><b>3 – 4:30pm</b></p> <p><u>Care Quality Standards</u></p> <p><b>Presenters:</b> Tim Weller and Paul Jones</p>	<p><b>3 – 4pm</b></p> <p><u>Cyber Security</u></p> <p><b>Presenter:</b> Tanya Allen</p>		

# Timetable of ACT Sessions.

To help us assess attendance, please RSVP in advance.

## Monday 3 February

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### 9:30 – 11am

**Welcome launch with Gary Heathcote, Director of Assurance and Commissioning**, followed by:

‘Whose responsibility is it to fix social care?’ by Mark Topps and Adam Purnell from The Caring View, and:

‘The Landscape of Adult Social Care’ by Lee Mummery from Skills for Care.

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### 1 – 2pm

**Market Position Statement Spotlight on Supported Living with Becci Brown, Care Market Development Manager, Rachel Gates, Assistant Director Learning Disability, Autism and Mental Health Commissioning & Jessamy Hayes, Programme Manager, Independent Living and Supported Living, NCC.**

The session is open to everyone but will be particularly relevant for residential care providers and those already offering supported living services.

Our Market Position Statement (MPS) plays a crucial role in shaping social care services across Norfolk. It ensures there is a diverse range of care options available to meet the needs of our communities.

Aligned with our vision ‘to support people to be independent, resilient, and well’, the MPS helps ensure that people in Norfolk can access the right services at the right time. The MPS outlines how demand for care and support has evolved and continues to change. It also highlights what this means for the services we need to commission. This session will explore these changes, with a specific focus on Supported Living.

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# Tuesday 4 February

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## 9:30 – 10:30am

### International Recruitment East with Cat Ainsley, Project Manager, NCC

A great opportunity to learn about free resources available to support providers to navigate complexities associated with employing internationally recruited staff, solutions to strengthening ethical recruitment practices and support resources for overseas workers, including safeguards against exploitation and for those impacted by their provider licence revocation.

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## 11am – 12pm

### Positive Behaviour Support with Jo Coulson, Supporting Positively

Supporting Positively is passionate about ensuring that individuals, staff and organisations are supported positively to achieve outcomes that are important to them.

No two situations or individuals are the same and we tailor our service to meet the needs of the client. We use the model of positive behaviour support to apply scientific understanding of behaviours that challenge.

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## 1 – 2pm

### Energy Audits: Save energy, save money, cut carbon with Mark Bailey, Policy Officer (Procurement & Sustainability), NCC

What does a changing climate mean for the care sector?

- Case study of the care provider energy audits and what has been found.
  - Practical actions care providers can take to save energy.
  - How providers can build resilience into their businesses against more frequent severe weather events.
  - Share resources and information/support available to providers.
  - Test appetite for more support/sessions.
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## 3 – 4:30pm

### Care Quality Standards with Tim Weller, Head of Integrated Quality Services, NCC

An interactive workshop to promote discussion and thinking on the implementation of:

- Care Quality Commission's Environmental Sustainability Quality Standard.
  - Care Quality Standards.
  - Update on the CQC's Single Assessment Framework.
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# Wednesday 5 February

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## 9:30 – 10:30am

### Intergenerational Workforce with Helen Wright, External Workforce Manager, NCC.

Are you interested in fostering a thriving intergenerational workforce? Join our engaging workshop to explore effective strategies and best practices for supporting and nurturing intergenerational teams in social care.

#### **What to expect:**

- Insights and strategies: learn how to create an inclusive environment where different generations can collaborate and thrive.
- Interactive sessions: participate in discussions and activities designed to bridge generational gaps and enhance teamwork.

Don't miss this opportunity to enhance your team's dynamics and improve overall workplace satisfaction, and retention.

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## 3 – 4pm

### Cyber Security with Tanya Allen, Head of IT Traded Services, NCC.

In conjunction with Police Cyber Protect. Care providers, with their critical reliance on personal data, are being increasingly targeted by cyber criminals.

Join this session by Norfolk County Council in partnership with Norfolk & Suffolk Police Cyber Protect team to gain tips to prevent you falling victim to cyber crime.

#### **The session will cover:**

- Who is conducting cyber criminality.
  - Most targeted groups in society and what makes them vulnerable.
  - Methods used by cyber criminals and how to prevent falling victim to them by using quick, free and easier to implement actions.
  - Latest trends in cyber criminality and what the future is likely to be.
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# Thursday 6 February

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## 9:30 – 10:30am

### Peer Support with Angie Steggles, Norfolk Care Association

There will be a short presentation about the project, how it began, what has been achieved, who has been involved and how providers can get involved. The session aims to have providers who have been part of the programme to talk about their experiences, how they have been supported and what has progressed in their organisation's development since their involvement. In the next part of the session there will be an opportunity for attendees to focus on:

- Sharing best practice
  - Challenges faced and expected
  - Change management
  - Supporting teams
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## 11:30am – 12:30pm

### Delegated Health Interventions (DHI) with Karen Keeler, Commissioning Manager (Integrated), NCC

At the Achieving Care Quality Together conference in March 2024 at Dunston Hall, providers explained the interventions they were providing, their concerns about delegation, safety and accountability. There were concerns about the impact on their resources and how this would be paid for.

March 2024 saw the launch of the DHI survey to find out the extent of delegated health interventions amongst providers in the area. The Integrated Commissioning team are now able to feedback the

results of the survey. March 2024 also saw the launch of the Norfolk and Waveney DHI Framework. The national guidance principles have now been incorporated and the framework updated, this offers a more robust framework for providers to operate within.

Join the session and share:

- What further support you would like to continue / take on delegated tasks.
  - What tasks you feel your staff need training in.
  - How will you incorporate delegated tasks into social care workers job descriptions and performance reviews.
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## 1:30 – 2:30pm

### The Real Care Deal with Julia Philips, Assurance and Improvement Manager, NCC and Curators of Change

The aim of this session is as follows:

- To share progress with The Real Care Deal to date.
- To demonstrate the prototype website and get ideas from providers about what they would find most useful to have access to.
- To explore thoughts and feelings about The Real Care Deal, and ideas to make it real. Case study from a provider that demonstrates alignment to the framework.
- To explore with providers their thoughts about a Real Care Deal kitemark – opportunities to make pledges on the website and report on the impact that this has had on the people they are supporting and their staff.

# Friday 7 February

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## 9:30 – 10:30am

### **Collaboration with Shaun Wilson-Gotobed, Commissioning Lead, NCC**

The focus of the session is on collaboration at place and what this means for all providers.

The session will start off by exploring what we mean by place in the context of the Integrated Care Systems and then explore the role of commissioning to support this.

During the session two models will be shared that are currently being used by the Commissioning team in services for older people and how these can support better collaboration.

As a group we will capture feedback on what you as a provider feel are the benefits, challenges, and opportunities.

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## 11:30am – 12:30pm

### **Safeguarding with Heather Roach, Independent Chairperson, Norfolk Adult Safeguarding Board**

Safeguarding - the link between quality, safety and safeguarding. Raising awareness with care providers of how to create a positive safeguarding culture within their services, identifying key risks, and where to access resources to assist them. Discussing a best practice case study from a national housing provider to introduce a closed culture assessment toolkit.

## 1:30 – 3pm

### **Reflections on the week and senior leaders Q&A panel with:**

- **Host Chris Scott, Assistant Director of Commissioning and Care Markets, Norfolk County Council**
- **Ian Wake, Executive Director of Adult Social Services, Norfolk County Council**
- **Susanne Baldwin, Assistant Director of Assurance, Strategy and Performance – Adult Social Services, Norfolk County Council**
- **Nick Clinch, Director of Communities, Prevention & Partnerships - Adult Social Services, Norfolk County Council**
- **Gary Heathcote, Director of Assurance and Commissioning - Adult Social Services, Norfolk County Council**
- **Angie Steggles, Director of Norfolk Care Association and Chief Operating Officer at Norfolk and Suffolk Care Support.**

Reflections Q&A panel: please **scan the QR code below** or **click this link** to submit your question to the panel. We will produce a FAQ document to share with you in advance.



Ask the Panel a question.

# Presenters.



**Adam Purnell  
and Mark Topps**  
The Caring View

Adam is a dedicated social care advocate with **over 15 years** working at various levels within the sector. A quality compliance manager, Adam has a passion for supporting managers and leaders in social care to solve problems, grow their knowledge, and promote succession planning within their teams.

Mark has spent **over 15 years** working in health and social care in a variety of different services and currently works as a Regional Business Manager, overseeing three local authority reablement contracts.

Mark has led on numerous campaigns for the rights of people who access services and those working in social care and has a regular care column with Log My Care and InvictIQ which aim to raise awareness of social care, leadership and management. You can also find Mark's blogs on his Substack [here](#).

The Caring View podcast features exclusive interviews and content, and is a livestreamed show across LinkedIn, Facebook and YouTube with the hosts, Mark Topps and Adam Purnell often joined by a subject matter expert. You can find out more information by visiting their website: [www.thecaringview.co.uk](http://www.thecaringview.co.uk)



**Lee Mummery**  
Skills for Care

Lee has been working in the social care sector for over 25 years and during that time has been in several roles that have enabled him to develop a good depth and breadth of knowledge, experience and skills and a strong understanding of the social care landscape.

Lee works for Skills for Care as a Head of Area for the Eastern Region, working in partnership with the Department of Health and Social Care, the Care Quality Commission, Association of Directors of Adult Social Services, Eastern Integrated Care Systems, social care providers, local authority colleagues and other health and social care professionals to support workforce development at all levels within the social care sector and to support the ongoing move towards integrated health and social care services.

# Q&A Panel Members.



**Ian Wake**

Executive Director of Adult Social Services,  
Norfolk County Council



**Susanne Baldwin**

Assistant Director of Assurance, Strategy  
and Performance – Adult Social Services,  
Norfolk County Council



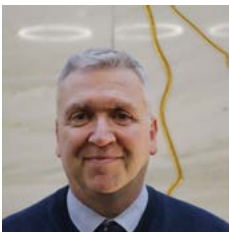
**Nick Clinch**

Director of Communities,  
Prevention & Partnerships - Adult Social  
Services, Norfolk County Council



**Angie Steggles**

Director of Norfolk Care Association and  
Chief Operating Officer at Norfolk and  
Suffolk Care Support.



**Gary Heathcote**

Director of Assurance and Commissioning  
- Adult Social Services,  
Norfolk County Council



**Chris Scott**

Hosting the Panel. Assistant Director  
for Commissioning and Care Markets,  
Norfolk County Council

# Thank you.

Thank you for taking part in the Achieving Care Together week sessions – we hope you found the topics engaging and enjoyed being involved.

Your feedback is important to us and helps us organise future events. We would appreciate it if you could fill out a short survey to submit your thoughts on the week by following [this link](#) or scanning the QR code below.



Feedback for Achieving Care Together week



# Thanks to...

