



Norfolk PBS Service Impact Report 2024-2025

Working with providers to reduce restrictive practices and enhance quality





Summary of the PBS Service

The PBS Service delivered by Supporting Positively has been commissioned by Norfolk County Council to support providers to embed Positive Behaviour Support across their services. The PBS service commenced in April 2024 and will run until March 2026. This impact report summarises the first year of the service and includes:

1. Outline of the model used within the PBS service
2. Summary of findings from Norfolk Wide survey
3. PBS Service in numbers
4. Data collected
5. Outcomes achieved so far
6. Community of Practice
7. Barriers encountered

"By the end of the session you could see morale had been boosted and staff were so much more positive"



Norfolk County Council

Results from Initial Norfolk Wide Survey

The service has been instrumental in our organisation being able to move forward with implementing and embedding PBS across all services.

A survey was distributed to all learning disability providers within Norfolk during November and December 2024. The aim of this survey was to find out the understanding of Positive Behaviour Support (PBS), whether providers had accessed PBS training, what providers are doing well in regards to PBS and what they felt could be better.

The survey answers were provided as free text and the results below are derived from thematic analysis. There were 56 respondents to the survey.



Individualised Support

43% of respondents reported that their provider was good at providing individualised support

25% highlighted that individualised support was something the provider needed to improve



Service Systems

66% highlighted that their provider could improve the systems within their service to enhance the implementation of PBS.



Skills Development

35% of respondents stated that their provider could do more to enhance skills to embed PBS

Of the 56 respondents, 54 indicated they had accessed some form of PBS training, this included 43 accessing training commissioned through Norfolk County Council and 18 accessing training delivered internally by the provider.

Model used to deliver the PBS Service

The PBS service can be accessed by any learning disability provider within Norfolk. Ideally the provider will self-refer to the service, however social workers, local health teams and commissioners are also able to make referrals.

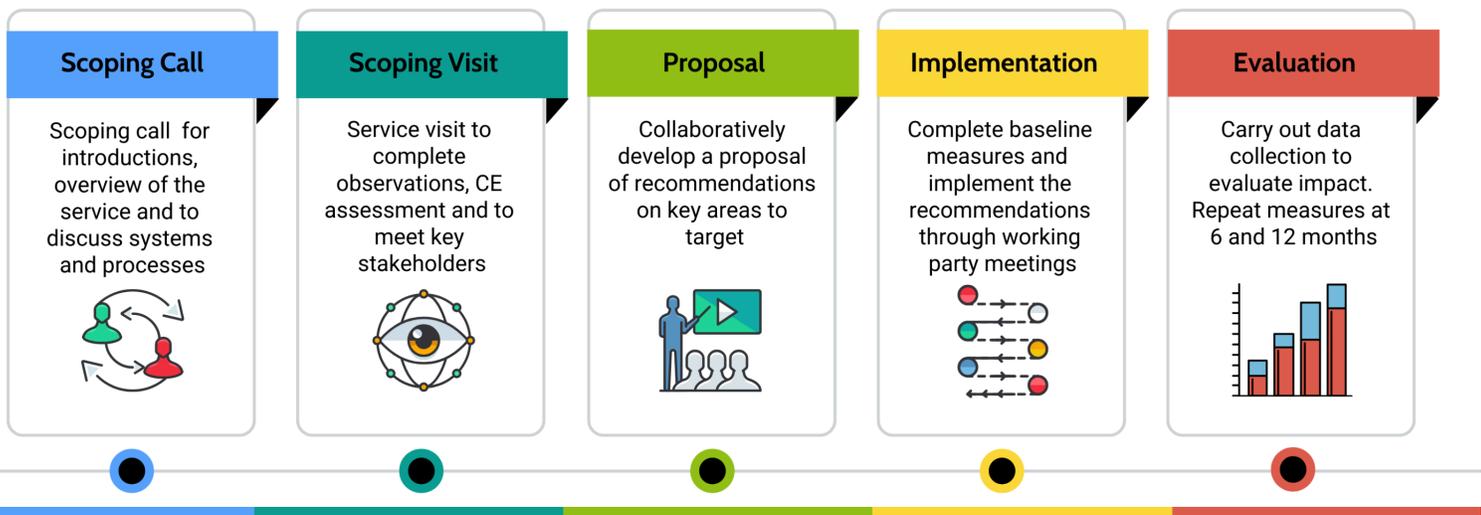
Following the initial referral a member of the Supporting Positively team will contact the provider to complete a Scoping Call to gather information about them, what they'd like to achieve by accessing the PBS service and to arrange the details of the Scoping Visit.

"They (Supporting Positively) were always friendly and supportive and ensured that everyone's contributions were valued"

During the Scoping visit the Supporting Positively team will visit an agreed service of the provider to collect baseline data and meet with key people. This includes the staff team, families and the people living at or using the service. The scoping visit includes the completion of the Capable Environments checklist (CE assessment) and observations.

After the Scoping visit the Supporting Positively team will create a proposal to summarise the findings and make recommendations of two or three areas of the capable environments model (see page 4) to develop within the service. The areas are agreed with the provider prior to moving to implementation.

During implementation the Supporting Positively team and appropriate representatives from the provider meet during working parties. The working party starts with some initial training from the Supporting Positively team, who then guide the attendees to develop an action plan. The working parties always include one on targeting restrictive practice reduction. The other working parties are based on the findings of the Capable Environments checklist and scoping visit. The action plans are agreed during the working parties and then the provider is supported to implement the actions. Working through the working parties takes on average four months, therefore the number of providers that have completed the all of the working parties within the first year of the PBS service is four. Of the 25 referrals received by the PBS Service 24 are either being actively worked with or have completed the process.



Capable Environments

The PBS Service uses the Capable Environments framework to understand what the provider is doing well and what they could improve.

A Capable Environment is one that focuses on providing the right context for high quality support that improves people's quality of life and enables them to flourish.

There are twelve elements to Capable Environments. The first nine focus on the individual level and the other three focus on the context, or system around the person.

1 Positive Social Interactions 

2 Support For Communication 

3 Support to participate in meaningful activity 

4 Consistent and Predictable Environments 

5 Establish and maintain relationships 

9 Acceptable physical environment 

6 Opportunities for Choice 

10 Mindful, Skilled Carers 

7 Encouragement of independent functioning 

11 Effective Management and Support 

8 Personal care and health support 

12 Effective Organisational Context 

PBS Service year 1 in Numbers

There have been twenty-seven referrals to the PBS service. Two referrals did not progress because they were requesting training. Of the twenty-five relevant referrals twenty-three have participated in the scoping call and the other two scoping calls are booked.

Following the scoping calls that have been completed, fourteen providers have participated in the scoping visit, an additional eight scoping visits are booked and one provider has stopped responding to communication.

Ten of the fourteen providers who have participated in the scoping visit have started going through the working party element of the model and the other four have dates to start the working parties arranged.

Of the ten providers that have started the working party element, four have finished the final working party. Two of these providers completed the final working party over six months ago and have therefore participated in a follow up review to ensure that changes in practice have maintained.

"You could visually start seeing the penny dropping for staff and it felt really exciting about what the project can help them achieve with our service users"

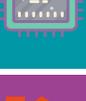
	27	Referrals received
	23	Scoping calls completed
	14	Scoping visits completed
	10	Working parties implemented
	2	Reviews completed

Working parties

Each provider receives four working party sessions. The first working party always focuses on restrictive practice and reducing it within the provider. The other three working parties are based on the outcome of the Capable Environments checklist that is completed during the initial scoping visit. The working parties focus on two or three elements from the Capable Environment checklist to target for improvement.

There have been a total of thirty working party sessions delivered across ten providers. Ten providers have received the first working party. Nine providers have received the second working party, seven providers have received the third working party and four have received the final working party. During the final working party the Capable Environments checklist is repeated to assess the changes resulting from the input provided.

Work completed during and between the working parties is tailored to the organisation to take account of their needs and resources. The table summarises some of the work that has been completed alongside providers during the first year.

	Writing PBS policies
	Development of systems to enhance team meetings
	Development of PBS processes
	Training staff in Active Support
	Writing task analysis for important activities to enable consistent support and engagement
	Developing better incident recording and monitoring systems
	Developing PBS plan templates
	Development of effective staff supervision systems
	Developing methods to support individuals to achieve personalised goals and monitor these
	Developing assessment and referral trackers
	Introducing assistive technology to reduce restrictive practices
	Development of internal systems to audit and reduce restrictive practices

Data Collected to evaluate impact

During the scoping visit the following data is collected to establish baseline and where support is required within the service. The same data is collected at the final working party and at the six & twelve month follow up review sessions. This is to assess impact and maintenance of the interventions implemented.



Capable Environments

A tool consisting of 112 questions mapped across the 12 elements of Capable Environments. The tool has been developed in collaboration with the NCH&C team.



Staff Satisfaction

We use the Satisfaction of Employees in Health and Social Care, a nineteen element questionnaire measured using a five point Likert scale.



Service Readiness

A twelve question questionnaire developed by Dr Kearney. This tool assesses whether the staff team understand and feel part of the change alongside understanding motivation and support.



Restrictive Practice

A bespoke twelve element questionnaire developed within Supporting Positively. This tool is used to assess how the provider approaches the use and monitoring of restrictive practices within their organisation. Additionally there is a restrictive practice checklist completed via observation during the scoping visit.

Capable Environments Checklist

Across all providers that have completed the Scoping Visit (fourteen) the following areas of Capable Environments have been highlighted as the elements to target for intervention.

The scores presented summarise the average percentage achieved within that element of the Capable Environments checklist.

"The Supporting Positively team were helpful in sharing their own experiences, good practice, documents and templates that we could use or incorporate"

	Encouragement of Independent Functioning	64.39%
	Mindful and Skilled Workers	71.75%
	Effective Management and Support	78.82%
	Support for Communication	78.82%
	Support to participate in meaningful activity	80.25%
	Consistent and Predictable Environments	81.78%

Working parties - Impact

Four providers have completed the final working party. During this session, the Capable Environments checklist is repeated and compared to the version completed during the Scoping Visit. The pre- and post-intervention results for the targeted areas of the Capable Environments framework are summarised below for each of the four providers that have completed the process. Analysis using a one-tailed related samples t-test indicates a statistically significant improvement ($p < 0.01$).

Provider	Capable Environments Area	Pre intervention	Post intervention
Independence Matters	Mindful and Skilled workers	46.7	51.1
Independence Matters	Effective Management and Support	67.5	82.5
Independence Matters	Effective Organisational Context	81.8	94.5
PSS	Independent functioning	42.5	82.5
PSS	Mindful and Skilled workers	62.5	75.6
Saturn Healthcare	Communication	33.3	73
Saturn Healthcare	Independent functioning	32.5	72.5
Caradon	Mindful and Skilled workers	88.9	97.8
Caradon	Effective Management and Support	87.5	92.5
Caradon	Effective Organisational Context	94.5	96.4

Change in Capable Environment Scores for Caradon

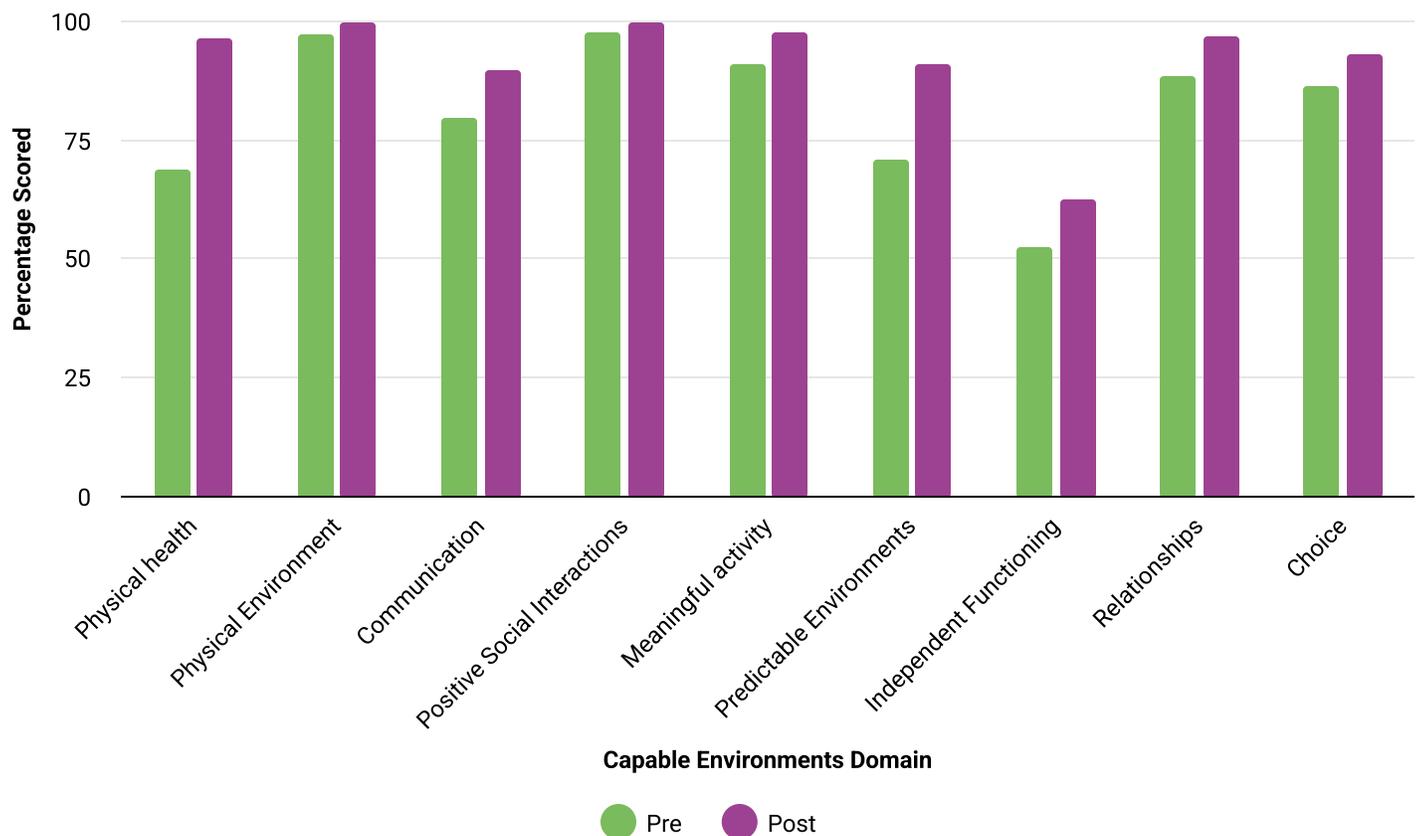
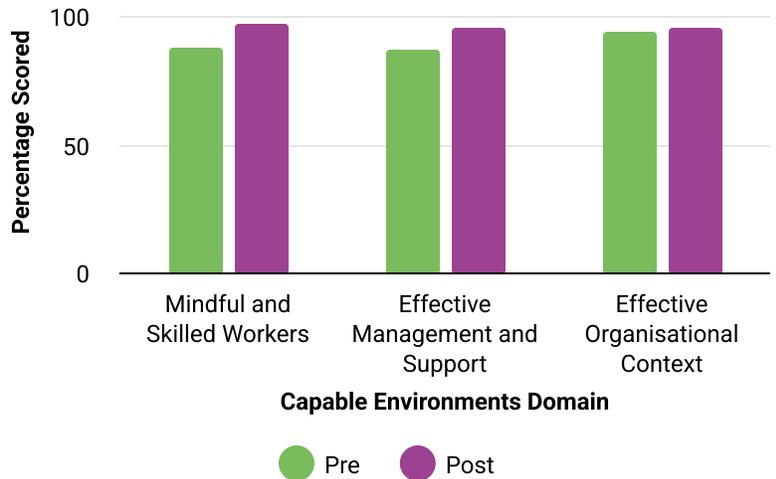
The provider this data relates to was moving into providing services for people with learning disabilities. The elements of Capable Environments targeted for change all linked to the system:

1. Mindful and Skilled workers
2. Effective management and support
3. Effective Organisational Context.

All elements targeted improved following the implementation of the working parties.

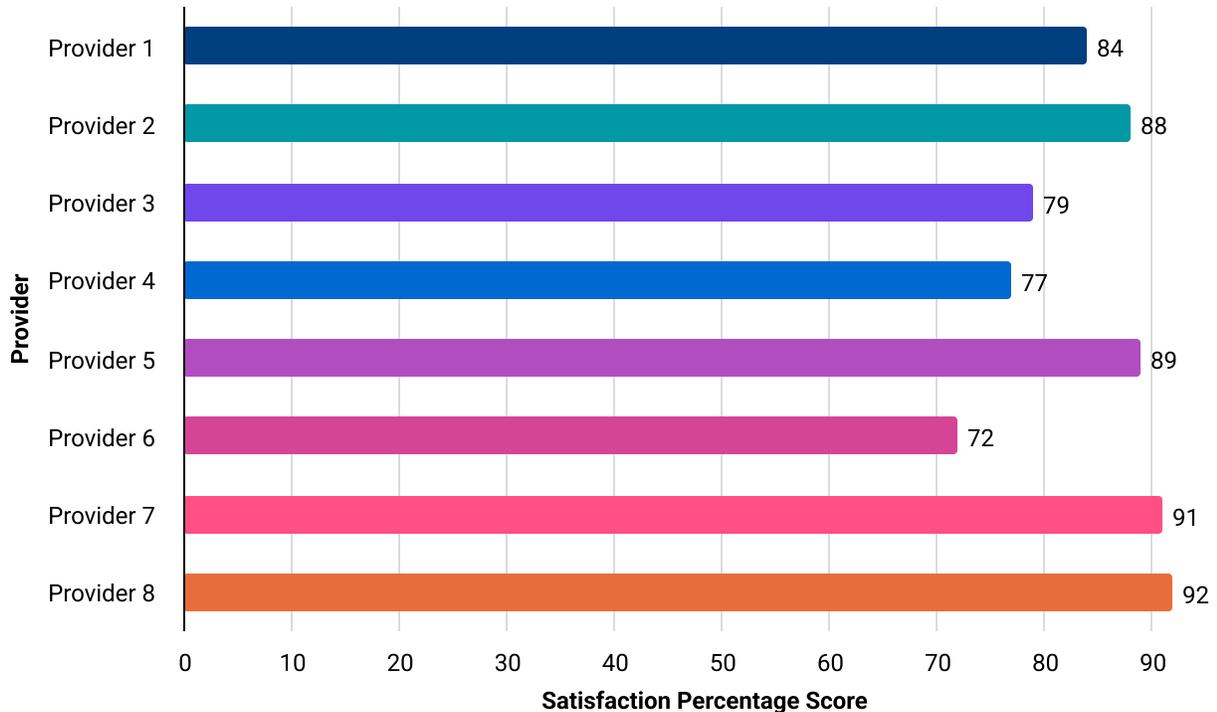
As can be seen in the second graph, the nine elements not targeted also improved following the implementation of the working parties.

At the initial scoping visit eight of the twelve elements of capable environments scored below the 90%. At the six month review eleven of the twelve elements scored over 90%. Independent functioning rose from 52.5% to 62.5% demonstrating an improvement. A t-test demonstrates a statistically significant improvement in the scores ($p < 0.001$)



Staff Satisfaction

Data on staff satisfaction has only been collected as baseline data so far. In the next impact report this will be expanded upon to demonstrate whether staff satisfaction has improved following the provider accessing the PBS Service. Overall from the eight providers that have completed satisfaction data, the staff are generally reporting to be satisfied within their roles currently.



The questions that staff rated as being the least satisfied about were, from a maximum score of 5:

3.8

I am satisfied with my chances for promotion.

4

My work is evaluated based on a fair system of performance standards

4

The management makes changes based on my suggestions and feedback

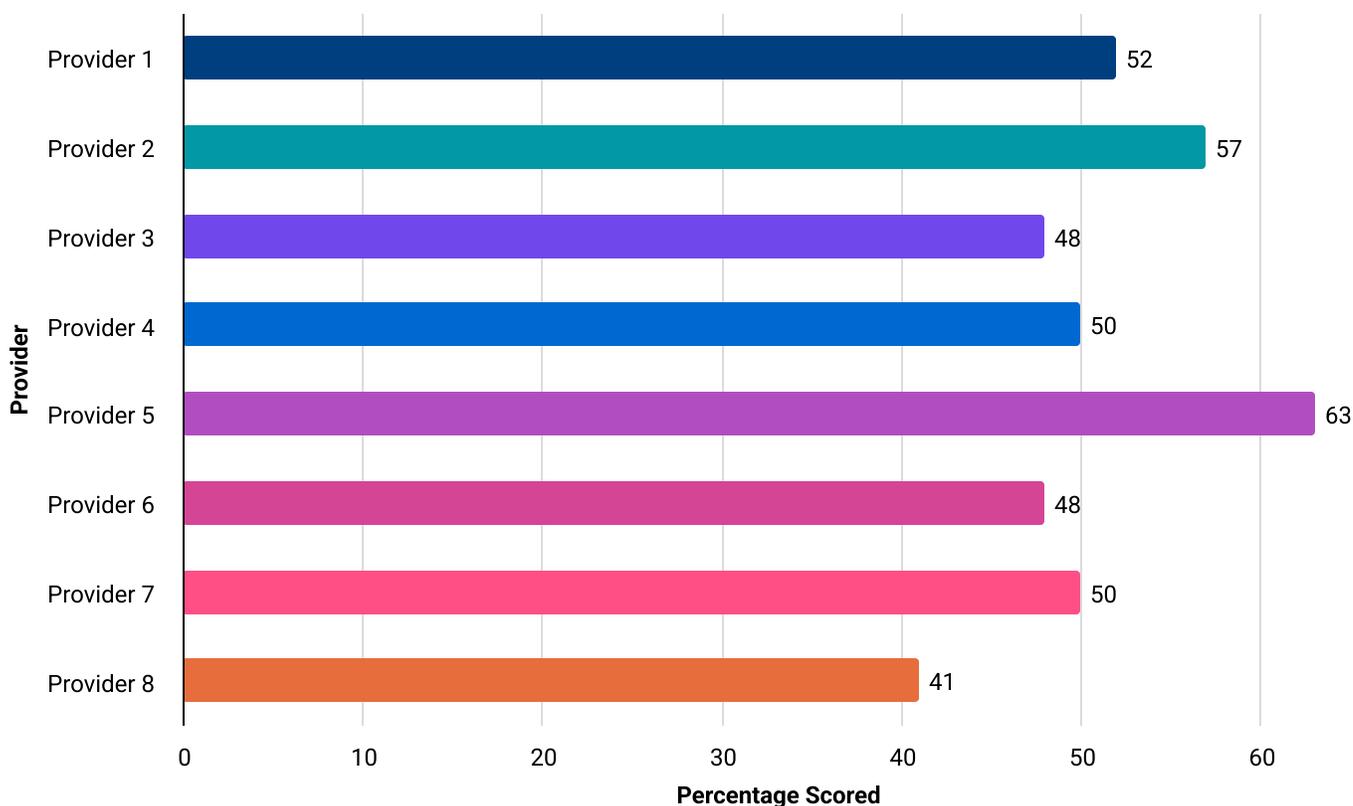
Service Readiness

As part of the initial scoping visit data is collected from multiple people to assess the readiness for change. This questionnaire asks twelve items on a five point rating scale, when combined this provides a percentage score to indicate the readiness for change within the provider; with a higher score indicating they are more ready for change.

The data has been collected within eight providers so far and is summarised in the chart below. As can be seen there is a range of scores from 41% for provider eight to 63% for provider five. All of the data indicates that improvements could be made to prepare the service to be more ready for change.

"I think its a brilliant service that providers in Norfolk are lucky to be able to access at no cost of their own. It demonstrates a commitment from Norfolk County Council to support and upskill (where needed) learning disability providers."

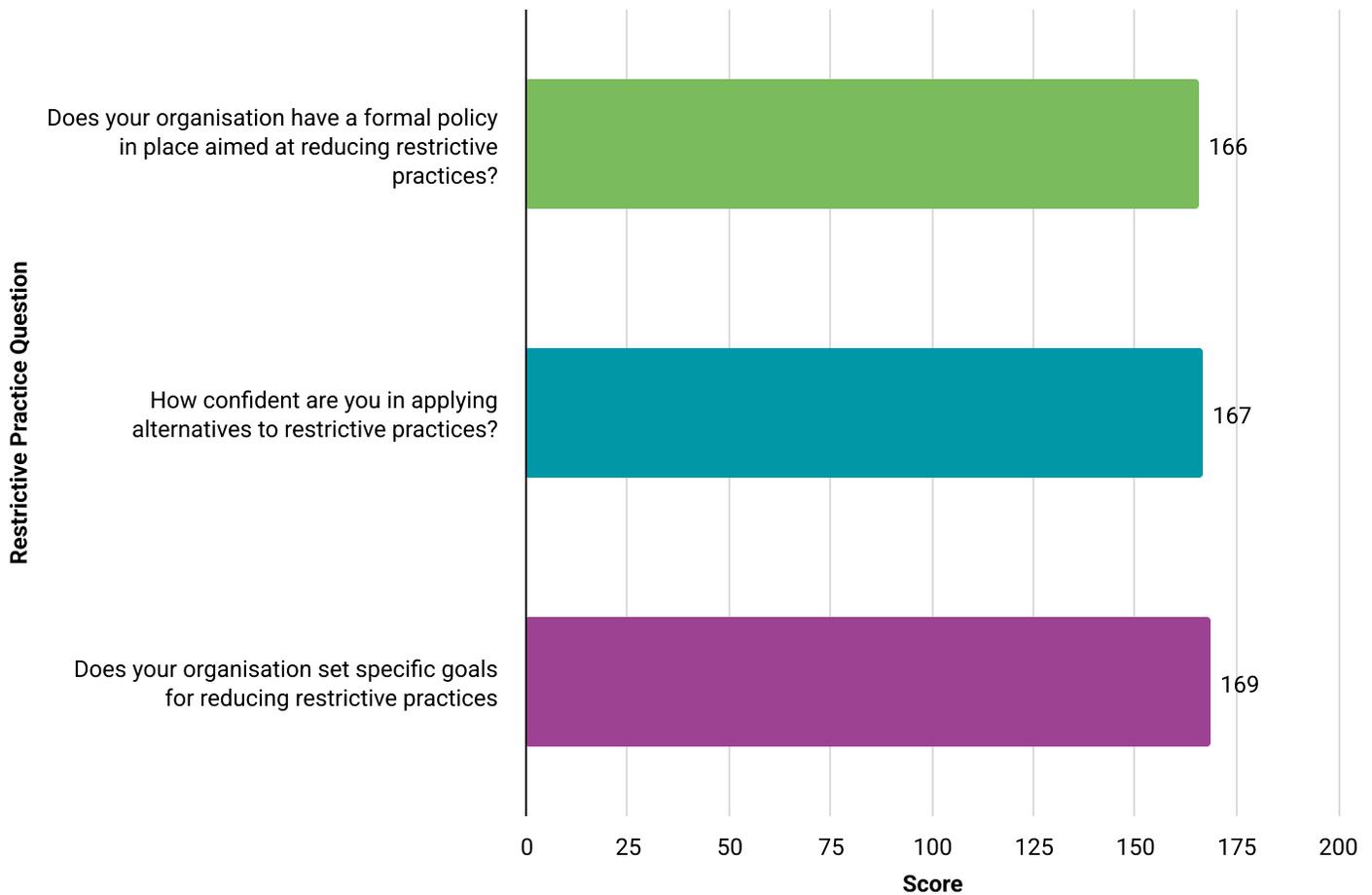
This data will be collected again at the six and twelve month review with each provider and will be shared in the next impact report.



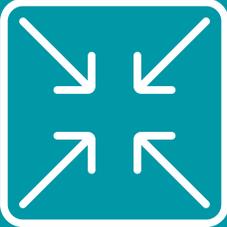
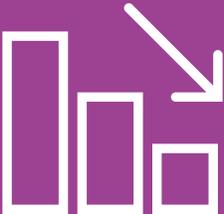
Restrictive Practices

The restrictive practices measure used during the Scoping Visit consists of a twelve-item questionnaire rated on a four-point scale. The graph below highlights the three questions that received the lowest scores during the visits, out of a total possible score of 200. These results suggest that staff in Norfolk would benefit from additional support in using alternative strategies to restrictions, and that providers need to ensure they have clear policies and robust methods for recording and reviewing the use of restrictive practices.

"Asking staff to just pick one quite simple restriction and work towards reducing it was a brilliant way of getting engagement and ownership"



Outcomes Achieved

	100%	One provider had 100% staff retention from a staff team of 40 for one year
	100%	100% of staff agreed that the new systems would reduce the likelihood of placement breakdown
	100%	100% reduction in the number of incidents of behaviour for one gentleman. Maintained for one year.
	100%	100% reported being happy or very happy within their workplace

Community of Practice

Supporting Positively runs a Community of Practice meeting, held quarterly via Microsoft Teams. The event is open to all providers of learning disability services within Norfolk and has recently been extended to include other providers, such as children's services. Each meeting features a case study demonstrating the application of the PBS service, along with a topic of interest identified by the group.

During the first year of the service, three meetings were held.

The support that was provided has been invaluable for our services. The Supporting Positively team expertly guided us through difference areas of our PBS process and helped us to focus on key areas that will enhance the support we can provide both our staff and our customers.



July 2024

This meeting introduced the PBS service. The meeting also provided the opportunity to network and discuss what attendees would like to have in future meetings.

32
attendees



September 2024

This meeting had a presentation on the importance of system wide change being needed to embed PBS across an organisation

49
attendees



January 2025

This meeting cover capable environments and how to use the model to make differences to support. It includes a presentation from the local team on how the capable environments audit was developed.

39
attendees

Barriers encountered during Year One



The PBS Service Name

The PBS Service aims to embed high-quality support across providers. However, the current name does not clearly reflect this, and some providers have reported that they were unaware the service was relevant to them, as they do not support anyone with behaviours that challenge.

This concern has been discussed with Norfolk County Council, and a decision will be made regarding a possible change to the service name. If the name is changed, the service will be relaunched across the county to raise awareness and ensure all providers understand its purpose and availability.



Referrals to the service

Referrals to the service have not been as high as anticipated or needed. This is partly due to limited awareness of the service and its name. Additionally, some providers have expressed concerns that the service might criticise the support they currently deliver.

To address this, Community of Practice meetings always include a case study to showcase the collaborative nature of the PBS Service.

A simple referral form has been created and shared across various forums as both a link and a QR code, which is also displayed at the end of each Community of Practice meeting.

The Supporting Positively team has also made use of its local contacts within Norfolk to build relationships with specific providers.



Awareness of the service

Many providers are still unaware that the service exists and is free for them to access.

Connections have been established with the local team to help raise awareness of the PBS Service and explain how to make a referral.

Information about the service has been shared through the Norfolk newsletter and at local events. These activities will continue in year two to ensure that more providers are informed about the service and how to benefit from it.