

Audit Committee

Item No.....

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| Report title: | Norse Care |
| Date of meeting: | 19 April 2018 |
| Responsible Chief Officer: | Executive Director of Finance and Commercial Services and Managing Director Norse Care |
| Strategic impact The Audit Committee provide proactive leadership and direction on audit governance and risk management issues, in accordance with their terms of reference which are part of the Council's Constitution, part 4.1 (4.4) (page 13) being: B. INTERNAL AUDIT AND INTERNAL CONTROL 1. With Chief Officers, to provide proactive leadership and direction on audit governance issues and champion audit and internal control throughout the Council. C. RISK MANAGEMENT 5. Independent scrutiny of the authority's financial and non-financial performance to the extent that it affects the authority's exposure to risk. | |

Executive summary

Norse Care is part of the Norse Group of Companies and is wholly owned by the Council. At the last Audit Committee (23 January 2018) members requested that a representative of Norse Care be asked to attend their April meeting, so that the Committee could, 'further understand the risks and pressures on delivering social care in the current operating structure, and provide an opportunity to raise any issues, concerns and forward plans with the committee'.

A representative from Norse Care will attend the meeting and answer members' questions.

Members are recommended to consider:

- **the update from the Managing Director of Norsecare.**

1. Introduction

At the last Audit Committee (23 January 2018) members requested that a representative of Norse Care be asked to attend their April meeting, so that the Committee could, 'further understand the risks and pressures on delivering social care in the current operating structure, and provide an opportunity to raise any issues, concerns and forward plans with the committee'.

2. Evidence

- 2.1 NorseCare is the largest single provider of Residential and Housing with Care services in Norfolk. Norfolk County Council (NCC) spends nearly £290 million a year in the care market, of which just over £34 million is with NorseCare; this represents 13% of NCC's total investment in residential care and 98% of NCC's investment in Housing with Care. Norfolk County Council created NorseCare in 2011.
- 2.2 Norse Care's Care Homes provide care and support within a homely residential setting. They also manage Housing with Care schemes providing people with care and support when needed, along with the independence of living in their own flat under a tenancy agreement with a housing provider. They are a part of the Norse Group of companies.
- 2.3 Norse Care has a number of specialist dementia care homes and many of their homes and schemes have dedicated areas for people living with dementia.
- 2.4 The company believes people living with dementia should be supported to live a full and happy life and they have a focus on delivering person centred care which treats each person as an individual. The physical environments within the dementia care homes have been decorated and enabled in accordance with the latest research principles and residents and tenants are also supported with the latest assistive technology.
- 2.5 All staff receive specialised training in dementia care and it is important that they respect a person's personal history and life experiences in order to create the opportunity for activities that are positive and meaningful for the person.
- 2.6 Norse Care are able to provide some specialist re-ablement services, to enable older people who are recovering from an illness to receive support and care to enable them to return home. These services are provided in partnership with the National Health Service and in addition to trained care staff there is also input from health professionals such as occupational therapists and physiotherapists.
- 2.7 Norse Care has one specialist care home at Bishop Herbert House in Norwich which provides long term residential and respite services for adults with physical disabilities. They believe in supporting people to maximise their independence in this carefully adapted home, whilst respecting their dignity at all times.
- 2.8 Norse Care's staff all receive excellent training as they strive to support residents and tenants to maximise their independence by delivering person centred care utilising the latest assistive technology. The company provides 24 hour care which respects dignity – indeed they have dignity champions in all of their homes and schemes. Promoting a variety of social activities is very important together with providing a choice of menus which also takes into account specialist dietary requirements. Norse Care believe in maximising opportunities to involve residents and tenants and this is supported by full involvement in meetings, quality audits and an annual forum for all residents and tenants.
- 2.9 Norse Care have a number of contracts in place with organisations for the supply of goods and services to their homes and schemes.

- 2.10 Norse Care aims to promote fair and transparent procurement, whilst working within all regulatory thresholds. They currently engage within a very multi-functional supply chain and encourage suppliers to register their interest in working with them.
- 2.11 The Adults Social Services Committee received a [report](#) (please click on underlined text to link to the report) on the Norse care Contract Review (Item 13, Page 28) at its November 2017 meeting. That report analysed the current position, and proposed some new operating principles which will inform changes to the transformation programme and revise the contract arrangement between the Council and Norse Care.
- 2.12 A Liaison Board, which comprises members, officers and Norse Care's senior managers, oversees and monitors the Company's activities ensuring that the strategic objectives detailed in the contract are met. NorseCare submits reports of its activities, its performance against the KPIs and its business plan and management accounts to the Liaison Board. The Executive Director considers recommendations arising from the Liaison Board in managing the Norse Care contract.
- 2.13 The Internal Audit for Norse care is provided by KPMG who are contracted to the Norse Group.
- 2.14 The Managing Director of Norse Care will provide a verbal update to the Committee on the requested topics.

3. Financial Implications

There are no specific financial implications.

4. Issues, risks and innovation

Risk implications

- 4.1 Apart from those listed in the report, there are no other implications to take into account.

5. Background

- 5.1 The Council's Financial Statements cover several reporting entities making up the Council's group accounts. Each entity has an audit plan for the financial year and these are provided by different auditors

| Entity | Auditor |
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Officer Contact

If you have any questions about the matters contained in this paper please get in touch with:

| Name | Telephone Number | Email address |
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| Simon George | 01603 222400 | simon.george@norfolk.gov.uk |
| Adrian Thompson | 01603 222784 | adrian.thompson@norfolk.gov.uk |



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