



**People and Communities Select Committee
Minutes of the Meeting Held on 31 January 2020 at 10am
in the Council Chamber, County Hall**

Present:

Cllr S Gurney (Chairman)
Cllr Fabian Eagle (Vice-Chairman)

Cllr Tim Adams
Cllr David Bills
Cllr Ed Connolly
Cllr David Harrison
Cllr Brenda Jones

Cllr Chrissie Rumsby
Cllr Thomas Smith
Cllr Mike Smith-Clare
Cllr Sheila Young

Substitute Members Present

Cllr Phillip Duigan for Cllr Fran Whymark

Officers Present:

Suzanne Baldwin
James Bullion
Janice Dane

Gary Heathcote

Finance Business Partner (Adult Social Services)
Executive Director of Adult Social Services
Assistant Director Early Help and Prevention (Adult Social Services)
Director of Commissioning (Adult Social Services)

1. Apologies for Absence

- 1.1 Apologies were received from Cllr Penny Carpenter and Cllr Fran Whymark (Cllr Phillip Duigan substituting)

2. Minutes

The minutes of the meeting held on 15 November 2020 were agreed as an accurate record and signed by the Chairman

3. Declarations of Interest

- 3.1 The following interests were declared:
- Cllr Sheila Young declared an interest as a carer
 - Cllr Thomas Smith declared an interest as he had a family member receiving care and a care plan from Norfolk County Council

4. Items received as urgent business

- 4.1 There were no items of urgent business.

5. Public Questions

5.1 No public questions were received

6. Member Questions and Issues

6.1 No Member questions were received

7. Adult Social Services Norfolk Care Market

7.1.1 The Committee received the report summarises some of the main challenges facing the Council and providers in developing a vibrant care market.

7.1.2 The Director of Commissioning (Adult Social Services) introduced the report and gave a presentation; see appendix A:

- Norfolk's population had higher than the national average of older people
- Increase in private funders and homes focussing on private funded care was putting pressure on the council's ability to provide care
- Norfolk was third highest in the region for number of registered nurses from the European Union at 26%
- The county was 10th out of 11 in the eastern region and 11th out of 11 in the group of comparative local authorities for quality in the market
- Quality and resilience nurses were working within the council's quality and resilience team to support with improving market quality
- Employment in adult social care was higher in Norfolk than employment in agriculture and transport at 28,840 employees

7.2 The following points were discussed and noted:

- Concern was raised about high labour turnover, quality improvements required, and the amount of beds lost from the care market and it was suggested that a deep dive should be carried out to look into improvements
- The Chairman assured Members that the Cabinet Member for Adult Social Care, Public Health and Prevention, Cllr Bill Borrett, and Cabinet Member for Children's Services, Cllr John Fisher, had both been invited to attend the meeting but unfortunately were unavailable. The Chairman met regularly with Cabinet members to discuss and update them on topics on the agenda
- The Chairman was concerned about reported issues related to new-build care homes and felt further discussion was needed, possibly via a task and finish group
- Risks to the care market had been discussed by Corporate Board and Cabinet; these risks were impacted by national issues including the increase in living wage and pension which affected companies' ability to expand. Officers continued to lobby for improved funding in Adult Social Care
- One issue which needed addressing was the wider perception of the care workforce, who were not regarded with as high value or recognition as NHS nurses despite the value and difficulty of their role.
- A lot of turnover in the care market related to workers moving between companies; improving the working relationship with the care market to support care companies to make improvements in quality, workers terms and conditions, and make long term investments in staff and training would be important.
- The national care sector was calling for money to stabilise the market as well as a plan for long term improvement in the system

- The high number of providers and lack of consolidation across the market was noted as a concern; consolidation and capacity of the market was an area commissioners wanted to explore further
- The commissioning team could be approached for information to inform district planning projects; officers had worked with planning teams to include housing for vulnerable people in neighbourhood plans
- The challenges of finding placements or ensuring continuing healthcare for people with advanced dementia were discussed; officers were looking at funding for continuing healthcare with the Director of Community Social Work
- The difficulty of finding appropriate care for younger people with dementia was noted as an issue
- A Member raised concerns that many staff working in Social Care felt they were not treated well by their employer. The Executive Director of Adult Social Services recognised the difficulties for staff in the sector and assured Members that work was ongoing with health and social care to try and improve the challenging situations
- the projected increase in unpaid carers and mechanisms in place to support them was queried; the report at item 8, "Support for Carers through the Life Chances Fund", discussed support for carers
- The Director of Commissioning (Adult Social Services) agreed to circulate information on the location of struggling care homes including what support they were being provided with
- The Director of Commissioning (Adult Social Services) confirmed that the capital towards new Extra care housing was NCC's contribution; further funding would be sought from other source such as Homes England
- Officers confirmed that care organisations could not be contracted to ensure the use of funding provided to them towards paying staff the living wage was correctly allocated, however, as it was a legal requirement to pay staff the living wage, homes could be audited to ensure they were compliant with the law
- The Director of Commissioning (Adult Social Services) agreed to circulate information on whether the 15 inadequate care homes were the same or different to the 15 inadequate care homes reported in 2018-29; he believed that through support to improve from the quality team, and some homes leaving the market it was likely that only a portion would be the same
- The Council was responsible for continuity of care so when care homes closed at short notice, it was responsible for supporting people to find new packages of care
- People were encouraged to have personal assistants, however, due to cut in Minimum Income Guarantee it was noted that some people would not be able to afford one; the Executive Director of Adult Social Services clarified that in cases where a personal assistant was required, they would often be provided through the care package or personal budget, which was different funding to the Minimum Income Guarantee
- It was suggested it would be useful for Committee Members to visit care homes
- Cllr Tim Adams, seconded by Cllr Brenda Jones, **PROPOSED** that the Committee set up a task and finish group to carry out a deep dive into how care quality and the market position could be improved; the Committee **AGREED** this proposal
- The Chairman noted that, under the remit of the Select Committee, the task and finish group should look at outcomes that could be achieved via changes to policy
- It was **agreed** that in discussion with Cllr Adams and the Chairman, Officers would come up with draft terms of reference to bring back to the next meeting for agreement
- The Vice Chairman suggested that an apprenticeship scheme could be set up

- through Norse and a mentor scheme could be set up using retired care nurses
- the issue of burnout in the care industry was noted

7.3 The Select Committee:

- CONSIDERED** and **DISCUSSED** the context for the care sector in Norfolk, and note the actions planned in response to the challenges
- AGREED** to set up a task and finish group to look at policy change to impact on how care quality and the market position could be improved, with a report setting out the terms of reference to be brought to the meeting in March 2020

8. Support for Carers through the Life Chances Fund

8.1.1 The Select Committee received the report

8.1.2 The Director of Commissioning (Adult Social Services) introduced the report

- If the life chances fund bid was successful it would bring contracts together to provide an outcome focussed approach, protecting funding for 5 years, with the opportunity to attract additional funding through the life chances fund. It would also allow the Council to support carers more effectively and raise awareness of carers
- The outcome of the bid would be known in March 2020

8.2 The following points were discussed and noted

- Officers confirmed that the investment model of the Life Chances Fund was outcomes-based. The Council would have a 5-year contract in place with the investment company and therefore, the Council would have no risk of loss of service in the event of a financial loss to the investor
- Support given to people new to caring and in a care-crisis was queried; officers were planning to work with GPs as part of the Life Chances project as well as looking at schemes to help prevent care breakdown, develop signposting, focussed action planning, and higher end support where appropriate, using existing services to ensure that there was a cohesive service in place for carers
- There was not much empirical evidence around carer investment at that time therefore gathering evidence as part of this project would be beneficial for the Council moving forward as well as for other Councils
- Concerns were raised about lack of capacity to carry out repeat carer assessments; the Executive Director of Adult Social Services confirmed that poor performance issues needed addressing and would be picked up under this piece of work
- The Finance Business Partner (Adult Social Services) confirmed that officers would look at performance through the Life Chances project work including seeking feedback from carers
- The importance of effective respite for carers was discussed
- The Executive Director of Adult Social Services was optimistic that the application would be successful, however noted that regardless of the outcome of the bid, Norfolk needed a strategy to support carers
- Support for carers was being promoted through the work of the carers' charter and the Member Champion for carers
- The chairman hoped that evidence gained through the project would be presented in future papers related to policies being updated based on this learning

- 8.3 The Select Committee
- a) **DISCUSSED** and **CONTRIBUTED** ways of supporting a new offer for carers under the auspices of the Life Chances Fund
 - b) **NOTED** and **DISCUSSED** the work underway to strengthen support for carers through an enhanced service offer
- 8.4 The Committee adjourned for 10 minutes to look at the marketplace presentation stands in the foyer presenting information on technology initiatives in adult social care
- 8.5 The Committee adjourned 11.52 and reconvened at 12:12

9. Adult Social Services Technology Enabled Care Strategy

- 9.1 The Select Committee considered the report giving information on the Adult Social Services Technology Enabled Care Strategy, critical to the Promoting Independence Strategy, and heard a presentation by the Executive Director of Adult Social Services and the Assistant Director Early Help and Prevention (Adult Social Services); see appendix B
- Technology would be used to save the service money by reducing demand and providing support differently, with a target of saving £6.5m over three years
 - Some schemes were already in place, and more initiatives were planned for delivery over the coming years
 - Work was underway to eliminate paperwork heavy tasks
 - Assistive technology was intended to support people to be as independent as possible in their own homes
 - Work was taking place in partnership with the University of East Anglia (UEA) and the Alzheimer's Society to promote schemes available
- 9.2 The following points were discussed and noted
- The Chairman asked for feedback on Amazon Echo devices
 - The new devices distributed to social care staff had been seen to have better internet access
 - A film was shown during the presentation to Members; this was a promotional video as part of the roll out of Llama (LiquidLogic Adults Mobile App) to staff, highlighting its benefits
 - The term "empowered citizens" was queried; the Executive Director of Adult Social Services reported that there was an aim to allow people to manage and be in control of their own care where this was possible, noting that this approach did not suit everybody
 - Following an assessment to identify appropriate assistive technology training in the equipment provided by either the Assistive Technology Practitioner or N-Able staff
 - It was estimated that by using assistive technology, approximately £4,000 per year was saved per person by reducing or delaying care packages
- 9.3 The Select Committee **CONSIDERED** and **DISCUSSED** the progress of the Technology Enabled Care Strategy for Adult Social Services

The Meeting Closed at 12:40

**Cllr S Gurney, Chairman,
People and Communities Select Committee**



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Norfolk Care Market

People and Communities Select Committee
January 31 2020

Gary Heathcote
Director Commissioning
Adult Social Services

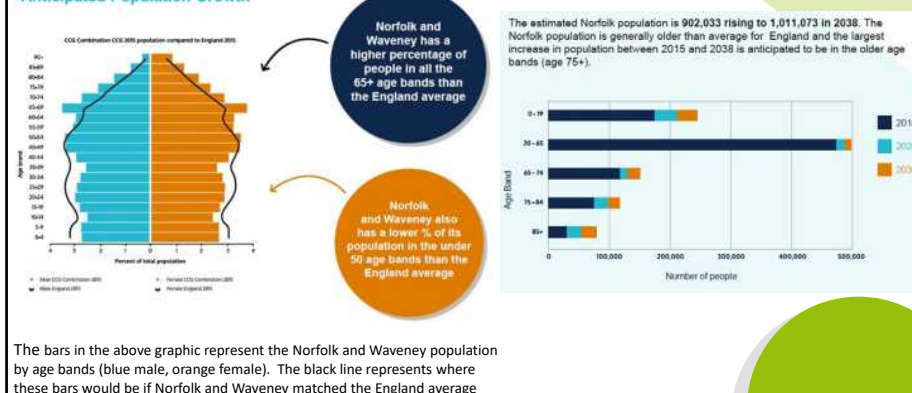


National Context

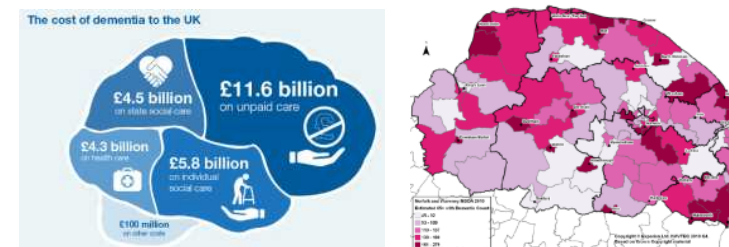
- Spending Review – short term funding but no sign yet of a sustainable model of funding social care
- Brexit
- Demographic pressures from ageing population who are living longer with increased complexity of multiple comorbidities including Dementia
- Workforce – recruitment and retention, parity of esteem with NHS roles, perception of sector
- Market Failure / Financialisation of the market – private for profit business models – risks around collapse of large national providers
- Delayed Transfer of Care (DTOC) Pressures
- NHS Long Term Plan

Demographics in Norfolk Driving Demand for Care Services

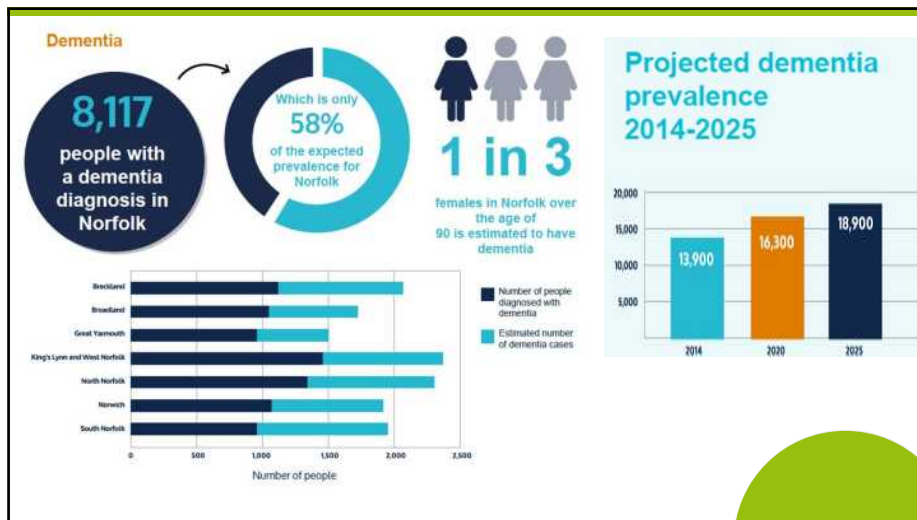
Anticipated Population Growth



Dementia – Costs To Society



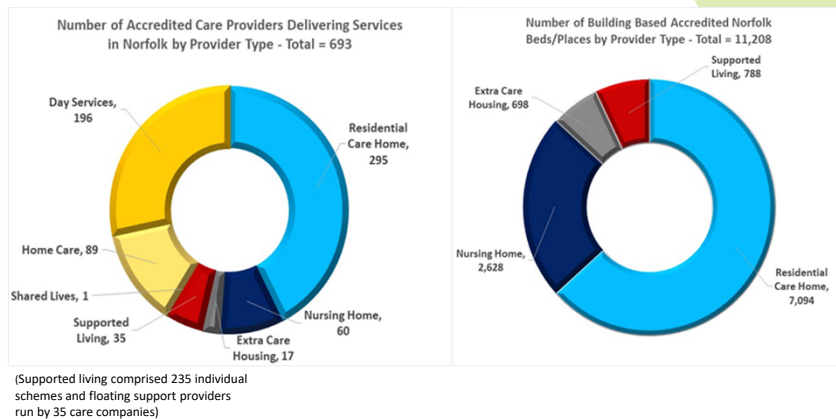
- Increasing challenges for health and social services to deal with dementia rates
- Ideally live longer and healthier at home
- Majority of care for people with dementia provided by unpaid carers



Norfolk Care Market

- Accommodation based market is dominated by residential and nursing homes (87%) with much smaller alternative housing based provision (13%)
- 497 providers operating from 693 sites subject to CQC regulation
- 196 day care providers not subject to CQC regulation required to pass NCC's quality criteria prior to purchasing any care from them
- Sector employs 27,000 care workers and relies upon extensive bed based care estate
- 100,000 people providing informal social care together with volunteer organisations and community based groups whose contributions are estimated to be worth at least £500M annually
- NCC provides some formal social care through the Reablement and First Response Services
- NCC operates Norse Care and Independence Matters as arms length companies

Norfolk Care Market - Size – April 2019



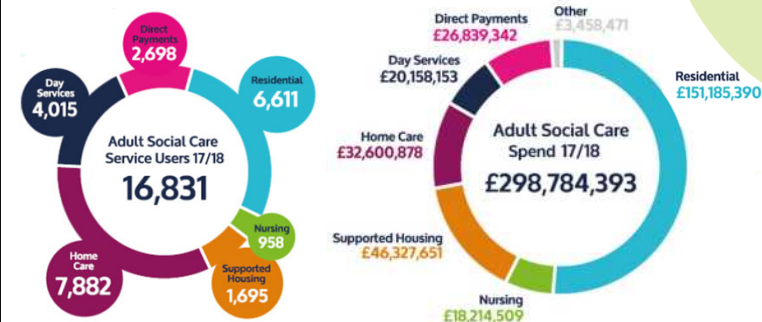
Workforce

2017 Workforce Summary



It is estimated that the annual staff turnover rate in Norfolk across all care types was 29.4%. This was similar to the region average of 29.5% but higher than England at 27.8%. Not all turnover results in workers leaving the sector, of new starters in this area around two thirds (63%) were recruited from within the adult social care sector. Therefore, although employers need to recruit to these posts, the sector retains their skills and experience.

Norfolk Care Market – Gross Spend and Service Users – 2017-18



In 2018-19 the Purchase of Care spend detailed above increased to £328,087,984, with only a nominal increase in service users to 17,500

The factors likely to have contributed to the increase in spend without a substantial increase in service user numbers:

- Above inflation increases to the fees that the Council pays care providers, a significant factor being the increase to the National Living Wage
- Perception that people supported are more likely to have a higher level of need and will therefore have more expensive care packages
- Promoting Independence and Living Well appear to be moderating predicted increases in the people requiring care at the moment

Fee Uplift

2020-21 envelope £12m + £1.035m for second phase cost of care

Core price inflation	National Living Wage (1p roughly equates to £0.2m cost)	Supply & market shaping	Legislation
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In 2020-21 Core inflation increases total £12.011m (covering price inflation and NLW)

Sector	2020/21
Home Support spot/framework Band 1	4.61%
Residential and Nursing older people	4.55%
Residential and Nursing working age adults (including physical disabilities)	4.40%
Day Care	3.99%
Supported Living	3.63%
Supported Accommodation	3.63%
Direct Payments (PA element – 7.13%)	4.00%
Carers	4.61%
Other	2.00%

- In 2019-20 a further £2.9m (75%) cost of care for OP residential and nursing remaining £1.035m (25%) in 2020-21 enabling total increases for usual price of between 5.44% and 6.79% incl. inflation.
- Challenges ahead– continued increase in NLW; fragility of the market and reason closures; workforce and unmet need in parts of the county
- National living wage is estimated to cost up to £7.9m next year – now the biggest cost driver for adult social care. For comparison 2% ASC precept = £8.135m

Norfolk Care Market – Quality (1)

- The responsibility for maintaining good quality lies with the providers themselves although the Council remains accountable for quality of care in the market under the Care Act.
- Demands on the quality assurance team rose significantly during the year driven by increases in safeguarding referrals and market failures.
- Proactive improvement programme introduced this year targeting up to 40 struggling care homes. We plan to build on this programme in 2019/20 with increased capacity within the team and improved performance in commissioning, procurement and contract management activities
- Cost pressures beginning to be evidenced by reducing staffing levels in some homes, impact on quality
- Providers either leaving market or focusing on private funding market – higher rates
- Trend for new builds being for private funders

Norfolk Care Market - Quality (2)

Key Findings in 2018/19 include

- The Council paid £328m for care for 17,000 adults
- 85 providers out of 465 inspected by CQC were rated *Requires Improvement* (18%) This was a 3% improvement on the previous year
- 15 providers were rated as *Inadequate* (3%) the same as the previous year
- 9 providers were rated as *Outstanding* up from 5 the previous year
- The poorest performing sector is nursing homes at 70.5% rated good or outstanding a drop from 72.5% at the beginning of the year
- Staff turnover rates are very high in the independent market approaching 50% in nurses in nursing homes and over 40% in home care
- 12 care home providers and 5 home care providers left the market

Social Care Workforce – Recruitment and Retention

Turnover and vacancy rate and recruitment from within adult social care

Region	Local authority	♀	Turnover rate
Eastern	Peterborough		51%
	Thurrock		50%
	Hertfordshire		46%
	Suffolk		40%
	Southend on Sea		39%
	Cambridgeshire		39%
	Norfolk		37%
	Central Bedfordshire		36%
	Essex		33%
	Bedford		33%
	Luton		29%

Annual turnover rates of **direct care workers** are at concerning levels, though not as high as in some other East of England authorities

Turnover and vacancy rate and recruitment from within adult social care

Region	Local authority	♀	Turnover rate
Eastern	Southend on Sea		44%
	Luton		40%
	Norfolk		39%
	Suffolk		37%
	Bedford		30%
	Peterborough		29%
	Cambridgeshire		29%
	Essex		27%
	Hertfordshire		21%
	Central Bedfordshire		21%

Turnover rates of **registered nurses** are at concerning levels, and higher than most other East of England authorities

Turnover and vacancy rate and recruitment from within adult social care

Region	Local authority	♀	Turnover rate
Eastern	Peterborough		19%
	Southend on Sea		18%
	Hertfordshire		18%
	Cambridgeshire		17%
	Essex		16%
	Suffolk		16%
	Norfolk		15%
	Luton		14%
	Bedford		14%
	Central Bedfordshire		13%
	Thurrock		11%

Turnover rates of **managers** appear comparable with levels in East of England generally. The loss of a registered manager at a care provider can cause significant disruption that can lead to decline in standards of care and safety

Social Care Workforce – Demographics of Direct Care Workers

Percentage of workers that are...

Region	Local authority	♀	Aged 55 and over
Eastern	Hertfordshire		23%
	Cambridgeshire		23%
	Southend on Sea		23%
	Norfolk		23%
	Essex		22%
	Central Bedfordshire		22%
	Bedford		21%
	Suffolk		20%
	Thurrock		19%
	Luton		18%
	Peterborough		18%

Norfolk has a high percentage of **direct care workers** who are aged 55 or over, with the likelihood of the care industry losing these workers in the next 5-10 years

Percentage of workers that are...

Region	Local authority	♀	Female
Eastern	Thurrock		89%
	Luton		88%
	Hertfordshire		85%
	Suffolk		85%
	Essex		85%
	Southend on Sea		85%
	Central Bedfordshire		84%
	Norfolk		83%
	Bedford		82%
	Cambridgeshire		82%
	Peterborough		82%

Norfolk, like the rest of the East of England, has a high percentage of **direct care workers** who are female. Females can be more likely to take up informal caring roles for family members and leave the care profession. A high percentage of female care staff can also generate shortages in care environments when "male only carers" are required

Percentage of workers that are...

Region	Local authority	♀	EU nationality
Eastern	Cambridgeshire		18%
	Central Bedfordshire		14%
	Hertfordshire		12%
	Peterborough		12%
	Bedford		11%
	Norfolk		11%
	Luton		8%
	Suffolk		8%
	Essex		8%
	Southend on Sea		6%
	Thurrock		4%

With 11% of **direct care workers** from the EU, Norfolk has a degree of exposure to the consequences of the UK leaving the EU

Social Care Workforce – Demographics of Registered Nurses in Care Homes

Percentage of workers that are...

Region	Local authority	♀	Aged 55 and over
Eastern	Luton		41%
	Central Bedfordshire		38%
	Norfolk		36%
	Suffolk		35%
	Essex		31%
	Hertfordshire		30%
	Central Bedfordshire		28%
	Bedford		28%
	Thurrock		27%
	Cambridgeshire		25%
	Peterborough		18%

Norfolk has a high percentage of **registered nurses** that are aged 55 or over, with the likelihood of the care industry losing these nurses in the next 5-10 years

Percentage of workers that are...

Region	Local authority	♀	Female
Eastern	Peterborough		91%
	Hertfordshire		89%
	Thurrock		89%
	Norfolk		88%
	Cambridgeshire		88%
	Central Bedfordshire		88%
	Essex		88%
	Suffolk		88%
	Central Bedfordshire		87%
	Southend on Sea		85%
	Luton		85%
	Norfolk		85%
	Cambridgeshire		83%

Norfolk, like the rest of the East of England, has a high percentage of **registered nurses** who are female. Females can be more likely to take up informal caring roles for family members and leave the care profession

Percentage of workers that are...

Region	Local authority	♀	EU nationality
Eastern	Hertfordshire		32%
	Peterborough		32%
	Norfolk		26%
	Cambridgeshire		25%
	Central Bedfordshire		23%
	Essex		20%
	Thurrock		19%
	Bedford		19%
	Luton		18%
	Suffolk		14%
	Southend on Sea		12%

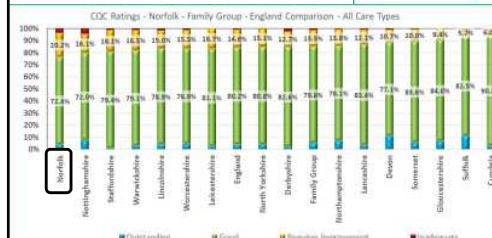
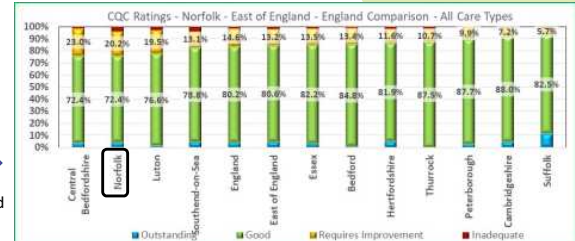
With 26% of **registered nurses** from the EU, Norfolk has a high level of exposure to the effects of the UK leaving the EU

Quality Issues in the Care Market

Despite moderate improvements in 2018-19, the percentage of Norfolk's care providers rated good or outstanding by CQC (76%) has declined since

Norfolk does not compare well in this measure against the other local authorities in the East of England

At the end of August 2019 Norfolk was ranked 10/11



Norfolk does not compare well in this measure against the other local authorities that are similar demographically (large rural counties)

At the end of August 2019 Norfolk was ranked 11/11

Care Home Closures

In 2018-19 in Norfolk

- 12 care homes were closed with a total loss of 173 beds (61 nursing beds). This often followed serious quality/safety concerns
- 121 of the lost beds (70%) were in older people's care homes (this was 86% in 2017-18 which is a more typical figure)
- 4 new care homes were opened with the creation of 16 new beds
- The new homes are very small and cater for people with learning disabilities and mental health issues not older people
- The net loss of beds in 2018-19 was therefore 157 (173 minus 16)
- 1 nursing home deregistered its nursing, an estimated 11 nursing beds were lost which became residential beds. There are concerns that more nursing homes will do the same

There are currently new care homes for older people in planning and development, the Council have several concerns over these:

- Will new care homes provide enough new beds that accept NCC fees?
- Will the number of new beds compensate for the number of beds that are being lost annually?
- Will the care homes be built in places where there is a need for Council funded placements?

Commissioning and Market Development are working to influence this through our Older People's Care Home Project

Part of the project is sharing our analysis of demand and need with the care market and stating to care home owners our requirements (types of beds, numbers of beds and where required)

Cost of Market Failure

- Over the last year we estimate that the cost of market failure has been in the region of **£1m**, including the opportunity cost of NCC staff time.
- In addition to the impact of the Allied Healthcare failure, we have seen **18** market failures affecting **370** people.
- The additional costs to the council, due to higher care costs and transition costs have totalled **£0.570m**.
- Quality Assurance team costs have totalled in the region of **£0.115m**
- Remainder relates to social work time, covering reassessments and working with providers and families to find alternative care; commissioning; communications and procurement team resources.
- There has also been a related cost from the need to divert other social work professionals away from other pieces of work, including transformation work to deliver savings, in order to manage these cases and support locality teams.
- Although the direct costs are accurate, the opportunity cost is only an estimate – but reflects the wide range of teams that have been needed to be involved with this work.

Commissioning Response

- **Restructure of NCC's Commissioning Service**
 - More capacity in Quality Team to increase inspections and provide market support
 - New AD role which brings together Quality, Workforce and Markets in the one role to work much more closely with the social care market.
 - Opportunities to work with CCG on market quality
 - Increased commissioning focus on key markets
 - Market Position and Intentions statement
- **Commissioning Intentions**
 - Prevention and early help
 - Keeping people independent for longer
 - Support for people living with complex needs
 - Stronger assessment of commissioning strategy effect on market stability
 - Focus on key service areas
 - Commissioning 3 year plan Inc. market engagement

Response to Pressures

- **Focus on Housing and Prevention**
 - Extra Care Housing - NCC committed £30m to facilitate the development of 3,000 units of extra care housing across the county. A first site in Fakenham will be open in 2021, with more expected to be confirmed over the next few years.
- **New Norfolk Care Association**
 - Focus on establishing a strong, supportive relationship with providers through the new Norfolk Care Association which will represent the market and strengthen the relationship with NCC and other commissioners
- **Increased Support for Unpaid Carers**
- **Focus on NCC's Care Companies**
- **Focus on Technology for provider market (AT & Digital)**
- **E- Brokerage – market insights**

Response to Pressures (2)

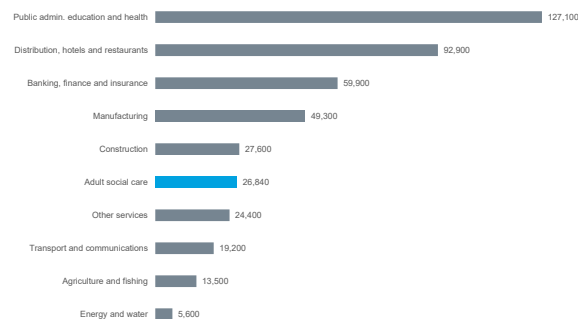
- **Workforce**

- Recently successful in our European Social Fund bid for the '**Developing Skills in Health and Social Care Programme**' which together with match funding from partnership organisations will support a total skills project value of **£27,580,000** for Norfolk and Suffolk
- As well as support to individuals in the workforce, we expect the higher take up of qualifications to lead to better recruitment and retention rates, better quality of care, and improved leadership and management skills to help sustainability within the care market.
- National Social Care Recruitment campaign – NCC appointed a Recruitment Coordinator to support providers in Norfolk and Waveney take full advantage of the campaign
- TNA Partnership – Inclusion of social care participants from care homes in joint health and social care Trainee Nursing Associate apprenticeship programme
- Training and Development Programmes delivered to the social care workforce through NCC funded Norfolk and Suffolk Care Support
- Norfolk Care Careers website established & maintained by NCC for providers – jobs board

Economic contribution of Social Care Sector

- Adult social care employers contribute £46 billion to the UK economy per year (Skills for Care report)
- Economic Contribution based on 3 measures of Gross Value Added (GVA) ;
 - Direct (wages paid to workers)
 - Indirect (created by the sector in its supply chain by purchasing services from other sectors of the economy that might include cleaning services or food suppliers)
 - Induced (impact of those who are employed directly in the sector and those employed indirectly spending their wages in other sectors of the economy)
- Norfolk's social care sector contributes **GVA £439** million per year
- Highlights the importance of social care not only as a provider of services to citizens when they need it, but our sector's importance as a provider of jobs in local economies across the county where much of the money is spent.

Employment in Norfolk by broad sector



Conclusion

- DASS has responsibility under the Care Act to ensure market is sustainable – includes providers we don't commission.
- Norfolk's social care market is fragile & impact of market failure on NCC services is considerable
- Brexit – greatest risks of impact in nursing care
- Looking to increase our engagement with LEP, and Economic Development colleagues to help them recognise that the growing social care sector is one of the largest employers and makes significant economic contribution to Norfolk. Social Care employs more people than NHS in Norfolk
- New commissioning structure will address workforce, quality & market development

ASSD Technology Enabled Care

**People and Communities Select Committee –
31 January 2020**



Digitally enabled adult social care strategy

Our Vision

➤ Technology will be integral to good, quality care.

➤ It will enable professionals to work efficiently, for services to work smarter and for people to live independently at home for longer, reducing the need for formal, intensive adult social care intervention.

Three core areas

What this will look like

Productive workforce

- Practitioners make maximum use of their time by using the Mobile App to work 'offline' and wherever necessary by appointments being scheduled
- Ensuring staff have the right technology to enable them to work effectively and only print where necessary
- Wifi is available in the core sites and Mobile data is available to front line workers
- Practitioners are confident in their use of technology in many situations as well as how it can be used to support people to live independently

Providers

- We will be able to identify those who are likely to need services in the future at a much earlier stage
- Information on who is using the services, at what point and the outcomes are easily available and accessible
- Ability to cease payments as soon as a person stops receiving care
- Procurement exercises are reduced or avoided by the choice of care options available in the marketplace easily viewable and directly accessible by all

Empowered citizens

- Digital technology will be recognised as an enabler for promoting independence and will be accessed early / at the start of a persons journey
- Digital technology will be used for a wide range of challenges and situations



Adults Digital Savings Target

	Recurrent Net Target (£m)				
	2018-19	2019-20	2020-21	2021-22	TOTAL
TOTAL	0.049	1.251	1.500	3.700	6.500



Adult Social Care Technology Enabled Care (ASTEC)

The ASTEC Officer Steering Group has cross departmental representation and provides:

- development and direction of the programme of ASTEC projects and initiatives, providing leadership, advice and support
- Assurance of effective delivery by providing governance and control, monitoring finance and performance, and by addressing the risks and issues that have been escalated
- Consideration and challenge for longer term views of technology development



Back Office Project

Printing:

- 3.2m pages printed by ASC
- 2.7m B/W and 0.5m Colour
- Tech solution for our Reablement in-house provider who is largest printer
- Culture and Tech change for other staff

Postage:

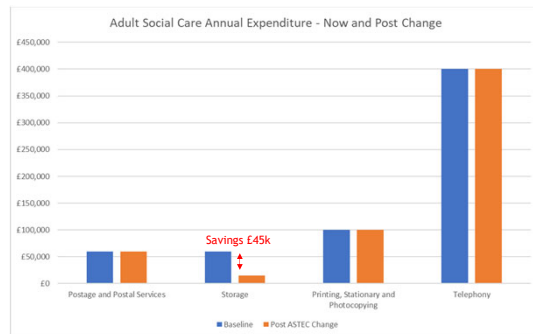
- ASC shares a proportion of 750,000 items posted by NCC each year

Archiving:

- ASC shares a proportion of 39,000 items stored by NCC

Please Note:

Telephony, Printing and Postage costs are being reviewed but as part of wider corporate initiatives such as "Bring Your Own Device"



We are presently tied into a corporate printing contract until April 2022 so cannot realise any savings there until after that point – we will target a significant impact on our existing level of spend post that



Assistive Technology



- Assistive Technology (AT) has a key role to play in supporting people to live independently for as long as possible and providing support to family carers to enable them to continue caring for as long as they are able and willing to do so.

- Have a vision for Assistive Technology which includes citizens, workforce and providers:

- Technology plays a major role in supporting people to live independently for as long as possible, and in helping carers to continue caring for as long as they are able and willing to do so
- Assistive technology will be widely accessible, easy to use, and available for people when it can make most difference to maintaining independence
- Our own staff are champions for assistive technology and use it widely to prevent people needing formal care services
- Providers embrace technology to help people stay independent in all types of settings, and maximise the efficiencies it can bring.



Assistive Technology continued



The AT Team continue to pro-actively look at opportunities for innovation utilising new technologies and to work with and learn from other organisations to improve the AT offer, including:

- The launch of the pilot to allow Occupational Therapist's to send prescriptive referrals for some low-level AT equipment through to the AT team.
- The development and strengthening of a working partnership with UEA.
- Delivery of a wide range of training/awareness raising events including.
- Planned work with the Alzheimer's Society to develop a user and carer focus group to advise on technology, test and review equipment and provide product design and manufacturer feedback.



Trialled the use of Amazon Echo with the Making it Real group. Positive feedback on the use includes:

"Looking up the weather, trying to search things and finding out spellings....you don't have to read so well and it's fun hearing jokes. ..."

"Listening to radio stations
Listening to music stored on my PC,
Spoke to someone on Drop-in,
Check the news,
Asked what is in my calendar today
Created a group with my existing Echo speaker so it would play music on both at the same time..."

"I used the amazon echo to set reminders for my mum, so she remembers the things that she has planned such as appointments and her tables the amazon echo tells us what we got planned for the day but also can tell us that we have planned for the week ahead"

"I thought it worked really well. It didn't understand everything I said, but again I was in a rush, but I feel it's one I could certainly get on with."



On-line access for citizens (Client Portal)



- Much improved customer offer.
- Residents being able to use an online wellbeing questionnaire to either be signposted to services in the Norfolk Community Directory or to refer themselves via online forms that come straight into Liquid Logic.
- Service users being enabled to have a registered portal account which allows messages and documents to be sent between us and them.
- Can give family members access to some of their information if the service user chooses.



Finding the right care - eBrokerage

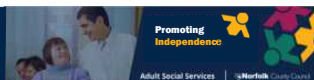


- eBrokerage is an online system that will enable a two-way exchange of information between Norfolk County Council and our care providers to help obtain the most suitable package of care for our service users.
- It helps the Council to find a match for a service user's specific needs quickly without having to phone around providers.
- Providers are able to submit offers online, enabling the council to select the best offer for the client.
- The eBrokerage project is a multi phase project covering Adults Residential, Adults Non-Residential and Health Integration
 - Residential and Nursing homes went live on 29 October 2019
 - Adults - Non Residential - Timescale TBC (aiming for June 2020)
 - Norfolk Continuing Care Partnership - Timescale TBC (aiming for June 2020).



Adults and Digital Norfolk

- Our digital transformation activity across NCC is all connected and our priorities anchor everything that we do.
- We have been on a digital transformation journey with our staff and customers for a while - we are continuing that in the way we work.
- We are shifting to digital channels, making it simpler and easier for customers to access our services.
- We are driving an improved customer and colleagues experience.
- We are driving business efficiency.

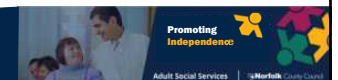


National engagement

Socitm Advisory : "Overall, NCC has made significant progress over the last 2 years. ASC are of course on a digital journey, and there are many opportunities to progress further, however we would consider NCC as one of the more mature digital programmes"

Local Government Association (LGA) /Association of Director's of Adult Social Services (ADASS): We've been invited by the LGA/ADASS to contribute to a national report "Evidencing Outcomes and Financial Opportunities in Social Care Digital Transformation"

Share digital 20 and Kings Fund : We've been asked to host a table at the Share Digital 20 event and a workshop at the International Digital Health and Care Congress 2020 - we'll be covering our progress on the e-Brokerage roll out and in particular around our work with residential and nursing care providers.



**Any
Questions ?**

