

People and Communities Select Committee

Date: **Friday 31 January 2020**

Time: **10am**

Venue: **Edwards Room, County Hall, Norwich**

Persons attending the meeting are requested to turn off mobile phones.

Membership:

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

Cllr T Adams	Cllr C Rumsby
Cllr D Bills	Cllr T Smith
Cllr P Carpenter	Cllr M Smith-Clare
Cllr E Connolly	Cllr F Whymark
Cllr D Harrison	Cllr S Young
Cllr B Jones	

**For further details and general enquiries about this Agenda
please contact the Committee Officer:**

Hollie Adams on 01603 223029
or email committees@norfolk.gov.uk

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A g e n d a

1 To receive apologies and details of any substitute members attending

2 Minutes

To agree the minutes of the meeting held on 15 November 2019

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3 Members to Declare any Interests

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects, to a greater extent than others in your division

- Your wellbeing or financial position, or
- that of your family or close friends
- Any body -
 - Exercising functions of a public nature.
 - Directed to charitable purposes; or
 - One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

Of which you are in a position of general control or management.

If that is the case then you must declare such an interest but can speak and vote on the matter.

4 To receive any items of business which the Chairman decides should be considered as a matter of urgency

5 Public Question Time

Fifteen minutes for questions from members of the public of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm Tuesday 28 January 2020**

For guidance on submitting a public question, please visit
www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetingsdecisions-and-elections/committees-agendas-and-recent-decisions/ask-aquestion-to-a-committee

6 Local Member Issues/Questions

Fifteen minutes for local member to raise issues of concern of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm Tuesday 28 January 2020**

7 Adult Social Services Norfolk Care Market Page **14**

Report by the Executive Director of Adult Social Services

8 Support for Carers through the Life Chances Fund Page **18**

Report by the Executive Director of Adult Social Services

9 Adult Social Services Technology Enabled Care Strategy Page **31**

Report by the Executive Director of Adult Social Services

Group Meetings

Conservative	9:00am	Conservative Group Room, Ground Floor
Labour	9:00am	Labour Group Room, Ground Floor
Liberal Democrats	9:00am	Liberal Democrats Group Room, Ground Floor

Chris Walton
Head of Democratic Services
County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: 23 January 2020



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**People and Communities Select Committee
Minutes of the Meeting Held on 15 November 2019 at 10am
in the Edwards Room, County Hall**

Present:

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

Cllr Penny Carpenter	Cllr Chrissie Rumsby
Cllr Ed Connolly	Cllr Thomas Smith
Cllr David Harrison	Cllr Fran Whymark
Cllr Brenda Jones	Cllr Sheila Young

Substitute Members Present

Cllr Julie Brociek-Coulton for Cllr Mike Smith-Clare

Officers Present:

Debbie Bartlett	Assistant Director of Strategy & Transformation, Adult Social Services
Chris Butwright	Head of Public Health Performance & Delivery
Janice Dane	Assistant Director Early Help and Prevention, Adult Social Services
Sebastian Gasse	Head of Education Participation, Infrastructure and Partnership Service
Caroline Morton	Head of Social Work - Children with Disabilities
Suzanne Meredith	Deputy Director of Public Health (Healthcare Services)
James Wilson	Director of Quality and Transformation, Children's Services

1. Apologies for Absence

- 1.1 Apologies were received from Cllr Tim Adams, Cllr David Bills and Cllr Mike Smith-Clare (Cllr Julie Brociek-Coulton substituting)

2. Minutes

- 2.1 The minutes of the meeting held on the 13 September 2019 were agreed as an accurate record and signed by the Chairman

3. Declarations of Interest

- 3.1 Cllr Fran Whymark declared a non-pecuniary interest as a foster carer
- 3.2 Cllr Thomas Smith declared a non-pecuniary interest as he was a school governor and as his grandma was a carer for his grandad

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. Update and next steps on Norfolk County Council Carers' Charter

- 7.1.1 The Committee received the report providing an update on the work to promote Norfolk County Council's Carers' Charter and outlining actions and improvements underway for adults and children
- 7.1.2 Cllr Brociek-Coulton spoke as Members Carers Champion
- The Carers' Charter task and finish group had outlined principles and steps to support carers in communities, education and employment
 - The Carers' Support Day at the Forum which had been co-produced by carers and the Council had been held and was successful
 - The task and finish group had written to the 100 largest employers in Norfolk asking them to take the carers charter pledge
 - There was a dedicated "support for carers" source on the Council's human resources website
 - A caring together "friendly tick award" was being developed for organisations; several schools had completed this including Magdalen Gate School in Norwich who had also achieved the award of "top carer friendly school in East Anglia"
 - It was Carers' Rights Day on 21 November 2019
- 7.1.3 The Chairman and Vice-Chairman **suggested** that the Committee write to Magdalen Gates School to congratulate them on their award; the Committee agreed with this suggestion. The excellent work carried out by the task and finish group and Officers was noted.
- 7.2 The following points were discussed and noted
- There was a move towards the "living well, three conversations" model, therefore it was acknowledged that there would be conversations with carers and cared for people which were not captured as assessments; the decline in carer assessments was noted as an area for improvement
 - A discussion was held about adults and young people who were carers who did not come forward for support, had not been identified, or did not recognise themselves to be a carer.
 - The Assistant Director of Strategy & Transformation reported on the work with schools to promote the Friendly Tick Award; 48 schools were working towards this and Officers would promote it with governors
 - Training and awareness raising about carers and young carers was built into the contract for organisations
 - When the task and finish group visited Magdalen Gates School, they noted that the young carers group were proud to be carers and showed resilience. The school were providing advice to other schools on best practice in this area.
 - Deep dives had identified the need to provide support earlier and look at implementing upstream services
 - Officers were engaging in a piece of work with Carers Matter Norfolk to find

hidden carers.

- The response to supporting young carers was bespoke to individual situations and may be as simple as signposting to peer support groups
- The Chairman asked for information on the flyer included in the report; it had been developed in response to feedback that the adult carers' offer was unclear. The Carers Matter group were involved in development of the flyer. There was a flyer in circulation from Children's Services targeted to young carers
- The Assistant Director of Strategy & Transformation **suggested** that Adult Social Care circulate a pack of information for all County Councillors about the Charter and actions they could take. This might be helpful to share with parish councils. The Chairman **agreed** this would be useful
- A Member discussed concerns raised in West Norfolk that some older carers had not received regular visits following assessment; the importance of reassessment was noted, and that assessment was not the only gateway to support; further work was needed to identify how people could be supported at an earlier stage
- Cllr Smith suggested that the discussed leaflet should have a poster version to display in shops and community locations; the Chairman **agreed** with this suggestion
- The Chairman noted the difficult role of caring, as a carer for her mother and former carer for her father.

7.3 The Committee:

- a) **DISCUSSED** and **CONTRIBUTED** ways of further promoting sign-up for the Carers Charter
- b) **NOTED** and **DISCUSSED** the work underway in departments to strengthen support for carers

8. CWD (Children with Disabilities) Transformation

8.1.1 The Committee received the report introducing the programme of transformation work related to support for children with disabilities.

8.1.2 The Director of Quality and Transformation introduced the report

- Officers were seeking input from the Committee before the programme was taken forward to a full business case
- The aim of the programme was to support children to be as independent as possible, achieve in education and support them and their families
- Residential based emergency provision would be expanded; crisis outreach support was also being looked into under an invest to save business case
- Officers hoped to expand the cohort of foster carers
- Technology solutions to support children and families were being looked into
- Joint work was underway across Children's Services and Adult Social Care to develop the "preparing for adult life" workstream which aimed to support children in the transition from children's to adult's services

8.1.2 The Head of Social Work, Children with Disabilities, spoke to the Committee

- There was a focus on keeping children with their family where possible and identifying support in communities to provide support where this was not possible, as it was important for parents to maintain links with their children.

8.2 The following points were discussed and noted

- The importance of having appropriate and accessible toilet and transport facilities in community buildings was raised; the Director of Quality and Transformation encouraged Members to inform Officers of specific issues, noting the Council's duty to challenge the universal sector to act inclusively
- Resilience within the foster carer network was queried; the Head of Social Work, Children with Disabilities, reported that a workstream, which included foster carers, was working to ensure there would be enough trained foster carers in the long term. They had been exploring various models in place in other areas and working to understand the current carer cohort to inform how to move forward
- A recruitment campaign for CWD foster carers would launch in early 2020
- The Council could offer funding and support for people to make adaptations to their homes to enable them to become a CWD foster carer; it was acknowledged that this needed highlighting in the foster carer recruitment campaign
- *Cllr Ed Connolly left the meeting at 10:50*
- The vulnerability of disabled children to abuse was raised; the Head of Social Work, Children with Disabilities, confirmed that safeguarding of disabled children was a key part of training for foster carers and social workers
- More information on the transition from Children's Services to Adult Social Services was requested; Officers agreed it was important to avoid a cliff edge of support and put in place a seamless transition. The "preparing for adult life service" would help families prepare for independence and identify the needs of children at transition at an earlier stage
- The Director of Quality and Transformation **agreed** that information on the number of CWD carers currently in place would be circulated to the Committee. Work was being carried out to identify how many more carers would be needed
- Technology solutions were not intended to replace carers, but to enhance the ability of children to, for example, communicate, move, have privacy and be independent or provide respite. Work was underway with the Council's IMT (Information Management Technology) department to develop solutions and with the external funding team to identify any available funding
- The Chairman **asked** for feedback to be circulated on efficacy of the echo dots distributed as part of the Making it Real project
- Cllr Fran Whymark declared a non-pecuniary interest as "disability facility grant" came under his portfolio at Broadland District Council
- The financial reward package for CWD foster carers was being looked into
- To improve engagement with fathers, work was underway with fathers' groups and to develop ways to engage fathers from the beginning of support
- A discussion was held about the change to Minimum Income Guarantee and its impact on families; the Assistant Director of Strategy & Transformation reported that the "preparing for adult life service" would allow families to look ahead to the transition to adult services at an earlier stage and help reduce the risk of cliff edge at transition. Officers had identified that more work was needed to draw down bursaries and grants to support service users to access adult learning

8.3 The Committee **COMMENTED** on the emerging transformation proposals within the Children with Disabilities Transformation Programme, providing a steer to inform the further development of the detailed proposals for each element

9. Education Strategy and Infrastructure – Developing Norfolk’s Education Landscape

- 9.1.1 The Committee received the report building on previous reports to Norfolk County Council’s Children’s Services Committee in November 2017 setting out Norfolk’s approach in advocating for the development of a self-improving school system.
- 9.1.2 The Head of Education Participation, Infrastructure and Partnership Service, reported that Officers had reflected on the strategy introduced in 2017 and identified a need to respond to and plan strategically for demographic pressures of growth and pressure on schools
- 9.2 The following points were discussed and noted
- The Head of Education Participation, Infrastructure and Partnership Service, clarified that the annexed report did not include information on post 16 or early years education. He **agreed** to circulate an update on post 16 education to Committee as an information bulletin.
 - Schools were encouraged to join with other schools to make groups of 1500 pupils or more. More work was needed in this area
 - There was a suggested approach to take a long view on school improvement so that schools shown to be unable to sustain long term improvement could be targeted for support
 - Since the report was last presented to Children’s Services Committee in 2017, the small schools steering group had looked at how small schools could support vulnerable young people and schools were putting systems in place; data showed that achievement of some of these young people was not as good as hoped and Officers were seeking to strengthen the system and review organisations where this was a challenge
 - The Director of Quality and Transformation noted that through the Children with Disabilities Transformation Programme, wraparound support at schools was being developed to support children with disabilities which would be adapted depending on the needs of the school
 - The Head of Education Participation, Infrastructure and Partnership Service, updated the Committee on two college mergers; formal feedback on the merger of Paston College with City College stated that this was going well. The merger of Lowestoft 6th Form with East Coast College was underway, and feedback indicated this was progressing well
 - A consultation was undertaken in 2019 by governors of Easton Otley College following which a proposal was put forward for the college to merge Easton with City College. This proposal was in transition.
 - The Head of Education Participation, Infrastructure and Partnership Service, confirmed that future updates on monitoring of the system would be reported to Cabinet or Scrutiny Committee.
 - Cllr Fisher, Cabinet Member for Children’s Services, added that Norfolk was a unique County due to the number of small schools, therefore the aim for schools to join in groups would help keep as many of them operational as possible
 - The Chairman noted the importance of small schools to rural communities and that clustering schools would allow schools to share specialist teachers
 - Statistics showed that larger schools provided better support for children with Special Educational Needs. It was theorised that the expertise and support at a larger school was better because they were able to have more support staff trained in different forms of intervention support

- The link between attainment and nutrition at schools and the role of breakfast clubs was noted and discussed;
- The healthy child programme was producing a profile health indicators on a school basis

9.3 The Committee:

1. **ENDORSED** the review of the education provision and school organisation for each District taking account of demographic changes and quality (and sustainability) of education over time.
2. **ENDORSED** the amendment of the process for capital prioritisation taking account of changes to Cabinet system and recent government guidance.
3. **SUPPORTED** building a stronger school system by encouraging schools to work in collaboration with 1500 pupils or more.

10. Norfolk County Council Joint Prevention Strategy

10.1.1 The Committee received the report providing information to bring the Committee up to date with progress developing the Joint Prevention Strategy since the last meeting.

10.1.2 The Head of Public Health Performance & Delivery gave a presentation; see appendix A

- A joined up preventative strategy was needed across departments with a whole system approach to identify needs and goals; understanding data would help identify changes needed and ensure preventative support was put in earlier to prevent crisis interventions

10.2 The following points were discussed and noted

- The issue of hunger in some communities, impacting on life expectancy and causing diseases such as rickets, was discussed; the Head of Public Health Performance & Delivery noted that such diseases were not reported in Norfolk at that time, and voluntary organisations and support mechanisms were in place to support families experiencing hunger.
- Part of the prevention strategy would involve identifying the key factors which impact on giving people the best start in life including looking at social mobility
- Cllr Penny Carpenter requested, as Member Social Mobility Champion, to be involved in meetings about the strategy. The Head of Public Health Performance & Delivery hoped to engage with all Committee Members on this piece of work
- Resilient communities included ensuring safe travel for families; road safety work was underway, and a cycling programme took place with schools
- It was noted that the prevention strategy would be an ongoing piece of work
- The Chairman felt that the strategy was ambitious but was concerned that it was too broad, and wondered whether it should be undertaken in stages
- It was felt that it was important to move away from silo working
- It was noted that physical activity levels were not routinely queried during assessments; work was underway with Active Norfolk to look into how people could be encouraged to be more active and identify barriers
- There was a discussion about holiday hunger and suggested that there should be prevention work in this area. Officers agreed it would be helpful to look nationally at what approaches to address hunger were taken in other areas
- Pavement safety and the importance of connecting with rural communities to identify safety issues were noted

- Work with police to educate parents and children and provide reassurance was discussed
- The Vice-Chairman reported that a Prince of Wales Countryside Fund report on livestock markets had suggested widening them as places for communities to meet and agreed to share a link to the report with Members
- The benefits of organisations carrying out door-knocking to identify support required in communities was discussed
- Visiting community centres was suggested, noting that not all classes and groups were listed on the Norfolk Directory.

The Committee

1. **CONSIDERED** the presentation delivered at the Committee and provide feedback on the content and overall direction.
2. **AGREED** to receive a final report, including the full proposed Strategy at the May 2020 meeting.

The Meeting Closed at 12.36

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



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A Council-wide prevention strategy for Norfolk

People and Communities Select Committee



Purpose of a cross-council Prevention Strategy

- Agree a shared ambition and joined up approach for Norfolk County Council
- Support the core principles in the council plan : "offering our help early to prevent and reduce demand for specialist services"
- Provide a council commitment to continuing to invest in health and wellbeing
- Take a council wide view of needs, to inform priorities
- Identify gaps in strategy or in meeting need where there are opportunities to develop a response
- Identify where joint working can improve outcomes.



What we mean by "Prevention"

A wide range from:

- Healthy environments
- Promoting the best possible start in life
- Encouraging healthy lifestyles
- Identification of emerging need for early intervention
- Rehabilitation and reablement
- Promoting independence and reduce dependency



"Prevention is crucial to improving the health of the of the whole population"...with local councils "*taking the lead in improving health through innovation, communication and community outreach.*"

Department of Health and Social Care 2018

Prevention interventions are shown to be effective, and cheaper to provide than later interventions

Prevention interventions offer return on investment £14 for every £1 invested

There is widespread public and staff support



Together, for Norfolk. An ambitious plan for our County 2019 – 2025

Growing economy

- More businesses start, grow and invest in Norfolk
- The local economy is inclusive, and supports and benefits local businesses and communities
- Infrastructure is in place to support housing development, inward investment and sustainable growth
- Enough homes are being built to meet people's need, including affordable homes
- Easy access to the County, good transport, fast internet and strong mobile network help people and businesses connect with each other
- People with high level qualifications are attracted to and remain in Norfolk
- High quality employment opportunities are available

Thriving people

- All children in Norfolk have a good education which meets their needs, encourages ambition and gives them knowledge and skills for adult life and employment
- Young people and adults, including people with learning or physical disabilities and mental health problems, are able to develop skills for the future, and local businesses are able to invest in them
- Workers in Norfolk can access well paid, high value skilled jobs through the achievement of higher accredited learning and those in need of improved foundation skills can access learning
- All families, older people and people with learning or physical disabilities are supported to live well and independently in their community

Strong Communities

- People are socially active and connected to their communities
- People of all ages enjoy good health and increased wellbeing
- Services in communities are joined up and more able to meet people's needs
- Community groups and voluntary organisations are able to deliver services which people need in their community
- Communities are safe and resilient
- People have access to high quality cultural and heritage facilities
- People can enjoy high quality of life in an environment which is protected

Policy Context

Green paper: *Advancing our health - Prevention in the 2020s*

Aims to contribute to the wider government aim of the Ageing Grand Challenge:

- "How can we promote healthy behaviours, healthy environments and the right services to deliver the ambition that by 2035 we will enjoy five more years of healthy, independent life whilst closing the gap between richest and poorest?"

The Government Green Paper *Advancing our health - Prevention in the 2020s:*

- ▶ attempts to shift the focus away from the patient and onto the person;
- ▶ has a strong focus on the individual and on personal, tailored interventions;
- ▶ emphasises the role technology can play in improving health;
- ▶ encourages early intervention and seeks to avoid the accusation of nanny state-ism by emphasising action to protect children.

Key issues/themes in the Green Paper

- ▶ Obesity
- ▶ Smoking
- ▶ Oral Health
- ▶ Review of National Health Checks Programme
- ▶ Mental health
- ▶ Children & Young People: Modernisation of the Healthy Child Programme.
- ▶ Health Index: Launching a composite Health Index
- ▶ Predictive Prevention at scale

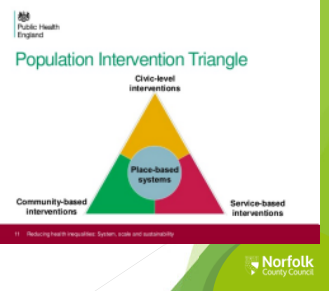
Other policy drivers

- ▶ Care Act
- ▶ Children & Families Act
- ▶ Health & Social Care Act
- ▶ Joint Health & Wellbeing Board Strategy

A suggested way forward...

Make Prevention a priority across the Council so that "Prevention is everybody's business"

- Build on the good work that already exists in the council and the services provided and commissioned
- Prioritise the areas where we can make the biggest difference, using data analysis and evidence of best practice to help identify these
- Strategy to develop Place:
 - County Council planning on a locality basis: Local services integration
- Partnership working with local assets – public, business, voluntary sectors



Developing the Joint Prevention Strategy: Principles

- ▶ Identify areas for further opportunities for Directorates to join up their approach across NCC
- ▶ Include Physical and Mental Health.
- ▶ Consider how Norfolk County Council can influence the wider determinants of health (e.g. housing, jobs, environment) with partners (including District Councils and Voluntary sector).
- ▶ Target and co-ordinate groups most at risk, to reduce inequalities.
- ▶ Identify the added value that collaboration brings and working together to achieve joint outcomes

"Prevention is everybody's business"

Potential framework...

Healthy Lifestyles, the homes and neighbourhoods people live in, the jobs they do, their friends, family and social connections.

Set out a high level statement or framework on the council's ambitions across the following themes:

1. Best start in life
2. Living well for longer
3. Healthy communities and places

Best Start in Life

- ▶ Early years system
 - ▶ Early childhood and family service
 - ▶ Early help hubs
 - ▶ Early years services
- ▶ Healthy Child Programme
- ▶ Social Mobility

Living Well for Longer

- ▶ Healthy Lifestyles
- ▶ Promoting health improvement for older people - Healthy Ageing Campaign
- ▶ Looking after yourself
 - ▶ Community Development Workers
 - ▶ Services commissioned to Combat Loneliness and Social Isolation
- ▶ Social Prescribing
- ▶ Falls prevention services
- ▶ Assistive Technology

Healthy communities and places

- ▶ Local services strategy
- ▶ Role of community services
 - ▶ Healthy libraries, museums
 - ▶ Fire Community Protection
- ▶ Community safety and violence reduction
- ▶ Community resilience
- ▶ Planning and a healthy environment
- ▶ Transport policy

Inclusive growth link with health

- ▶ Inequalities in healthy life expectancy
- ▶ Employment with long term illness
- ▶ Good quality jobs
- ▶ Role of public sector employers in promoting health
- ▶ Mental health
- ▶ And health as an asset

Population outcomes through services framework



16 Reducing health inequalities: System, scale and sustainability

Recommendations/next steps

- To continue to develop the Strategy in light of feedback from the Committee, including:
 - promoting further collaboration between NCC's directorates
 - fully exploring the potential of technology and data analysis to help us understand needs and use resources efficiently
 - developing a specific action plan
 - agreeing a set of measures against which to assess progress
- To bring the full proposed strategy to the May 2020 meeting for the Committee's consideration

People and Communities Select Committee

Item No. 7

Report title:	Adult Social Services Norfolk Care Market
Date of meeting:	31 January 2020
Responsible Cabinet Member:	Councillor Bill Borrett - Cabinet Member for Adult Social Care, Public Health and Prevention
Responsible Director:	James Bullion – Executive Director of Adult Social Services

Executive Summary

Norfolk County Council (the Council) spends £280m per year commissioning care services for around 17,500 people, most of that care and support is delivered by independent care providers (of care homes, nursing homes, home care, supported living, housing with care and day care). Although most of these services are not run by the Council, it has legal duties under the 2014 Care Act to 'shape a diverse, sustainable and quality' care market.

The Norfolk care market faces a number of challenges, including rising and changing demand, increasing costs and recruitment and retention challenges against a backdrop of pressures including the lack of a long term sustainable funding solution for adult social care. In addition, Brexit has created uncertainty and we are also seeing increasing complexity of need of those requiring care and support.

The Care Act also requires councils to promote the effective and efficient operation of its care market in which there is a choice of high quality services. The majority of the services provided are subject to national statutory quality standards which are assessed by the Care Quality Commission (CQC) who publish quality ratings.

This paper summarises some of the main challenges facing the Council and providers in developing a vibrant care market. The presentation at the People and Communities Select Committee will focus on work planned for the coming year to address the challenges and provide the basis of a comprehensive discussion about the pressures facing providers, care consumers and the Council.

Actions required

Committee are asked:

- a. To consider and discuss the context for the care sector in Norfolk, and note the actions planned in response to the challenges

1. Background and Purpose

- 1.1 Adult social care is the Council's biggest business. It is under pressure in Norfolk and nationally due to increasing demand, greater complexity of need, increased labour costs and labour

shortages and reduced funding. There are rising levels of unmet need for domiciliary care, continuing pressure on fee levels and increases in delayed discharges from hospital.

- 1.2 Norfolk has an ageing and growing population. Demographic growth is highest amongst older people with a projected increase of more than 35,000 in the over 75 population, and within that figure, the over 85 population is predicted to increase by 10,500 in the next 10 years. People are living longer with multiple long term conditions. The number of people diagnosed with dementia is predicted to increase by 2,700 in the next 10 years, and the number of people with undiagnosed dementia is predicted to increase by 1,600 in the same time frame. Advances in healthcare mean that people with disabilities are now more likely to survive into adulthood and live longer, often in a care home environment.
- 1.3 The care sector employs 1.5m people nationally – more than the NHS. Over 27,000 people are employed in the care market in Norfolk but we have serious labour turnover issues in homecare at 45.6%, 36.5% in residential care and 49.5% in nursing care. The average vacancy rate is 5.3% and 13% in homecare.
- 1.4 The care market in Norfolk is the second largest in the Eastern region. There are 497 providers operating from 693 sites subject to CQC regulation and a further 196 day care providers, not subject to CQC inspection, but required to pass the Council's quality criteria before the Council will purchase any care from them. A quarter of the care market in Norfolk requires improvement. Norfolk are 11th out of the 11 East of England authorities in the overall CQC quality league table.
- 1.5 During 2018-19, 12 care homes closed and 173 beds were lost. 70% of the beds lost were in older people's care homes and five home care providers also left the market. These closures often follow serious quality and safety concerns. There are new care homes in the planning and development stages, however these are not always targeted at residents funded by the Council.
- 1.6 Over the last year we estimate that the cost of market failure has been in the region of £1m, including the opportunity cost of Council staff time. In addition to the Allied Healthcare Failure, we have seen 18 market failures, affecting 370 people.

2. Proposals

- 2.1 Adult Social Services has recently restructured its Integrated Commissioning Service, which went live on 2nd December 2019. The new model seeks to address these challenges in the market by increasing capacity in the Quality Assurance team and integrating with the CCG's quality workforce to increase inspections and strengthen provision of market support.
- 2.2 A new Assistant Director post brings together Quality, Workforce and Markets in the one role to work much more closely with the social care market. The structure also prioritises increased commissioning focus on key markets and the development of a new Market Position and Commissioning Intentions statement.
- 2.3 The budget plans for 2020/21 have included growth for inflationary cost pressures for pay and non-pay budgets, legislative changes and demographic cost pressures for adult social care.
- 2.4 In addition, the department's response to the market pressures include;
 - a) Continued focus on housing and prevention (including £30M to develop 3,000 units of extra care housing across the county)

- b) Support for the establishment and development of a strong relationships with the new Norfolk Care Association, an independent body being set up to represent all sectors of the care market.
- c) Increase support for unpaid carers
- d) Strengthening our strategic plans for NCC's care companies
- e) Developing a workforce strategy in partnership with the Norfolk Care Association
- f) Delivery of the ESF funded skills development programme across health and social care
- g) Focus on supporting the market to maximise the benefits of technology
- h) Roll out e-brokerage and sharing the data and intelligence it will provide with the market
- i) Strengthening our relationship with the new Anglia LEP to provide greater support for providers as businesses contributing significantly to the Norfolk economy

3. Impact of the Proposal

- 3.1 Effective implementation of the proposals will strengthen the relationship between the market and the Council and improve outcomes for people using services.

4. Financial Implications

- 4.1 There is no new financial impact, commissioning restructure and activity is included in existing budget proposals.

5. Resource Implications

- 5.1 **Staff:**
None identified

- 5.2 **Property:**
None identified

- 5.3 **IT**
None identified

6. Other Implications

- 6.1 **Legal Implications**
None identified

- 6.2 **Human Rights implications**
None identified

- 6.3 **Equality Impact Assessment (EqIA) (this must be included)**
n/a

- 6.4 **Any other implications**
None identified

7. Actions required

- 7.1 **Committee are asked:**

- a. To consider and discuss the context for the care sector in Norfolk, and note the actions planned in response to the challenges.

8. Background Papers

8.1 None

Officer Contact

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

Officer name:	Email address:	Tel No.:
Gary Heathcote	gary.heathcote@norfolk.gov.uk	01603 973814



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People and Communities Select Committee

Item No. 8

Report title:	Support for Carers through the Life Chances Fund
Date of meeting:	31 January 2020
Responsible Cabinet Member:	Cllr Bill Borrett – Cabinet Member for Adult Social Care, Public Health & Prevention
Responsible Director:	James Bullion – Executive Director of Adult Social Services

Strategic Impact

Across the UK 6.5 million people are carers supporting someone who is older, disabled or seriously ill. In Norfolk this figure is estimated to be upwards of 99,000 unpaid adult carers.

Effective and early support for Norfolk's 99,000 informal carers is a high priority for Norfolk County Council (NCC) and specifically for Adult Social Services. The cost of carer breakdown is significant and prevention services in Norfolk are not effective at identifying or supporting carers through their carer journey. Norfolk County Council has signalled its overall ambition to raise the profile of carers and to ensure better support for them in all walks of life

We have an improvement plan for informal carers, but we have identified that the pace of this improvement will not be adequate without a radically different approach. In response, we are committed to developing a new service for carers under the auspices of the Life Chances Fund (LCF). This has potential to bring boldness, innovation and additional funding to our services for carers, driving a five year turn around for improved outcomes.

Executive Summary

Norfolk County Council is committed to improving support for carers. This paper updates the People Select Committee on a potentially significant initiative to accelerate improvements in support for carers across the county. Since last reporting, Cabinet has agreed a bid to the National Lottery Life Chances Fund and the Department of Cultural Media and Sport (DCMS) for the implementation of a new, comprehensive service for carers delivered through an outcome based contract.

The application is currently being assessed by DCMS Life Chances Fund and the National Lottery. If successful, the transformed service offer will be implemented in September 2020.

Recommendations:

Members are asked to

- a) **Discuss and contribute ways of supporting a new offer for carers under the auspices of the Life Chances Fund**
- b) **Note and discuss the work underway to strengthen support for carers through an enhanced service offer**

1. Background and Purpose

- 1.1 NCC has signalled its overall ambition to raise the profile of carers and to ensure better support for them in all walks of life. The County Council's Carers' Charter was launched a year ago and is at the forefront of action to strengthen support for carers.
- 1.2 Transformation of services to and for carers which ensure access to the right support at the right time; with the minimum of hand offs and bureaucracy will increase carer satisfaction

with the Norfolk carer support offer. Reducing gatekeeping and providing support that is tailored to an individual's need, throughout their caring journey, will support carers to safely maintain their caring role.

- 1.3 Traditionally, public sector contracts measure delivery based on activity (for example, how many referrals, how many contacts, how timely contacts were) rather than the difference it makes to someone's life. +The Government promotes Social Impact Bonds (SIBs) as a way of transforming public services by a focus on outcomes and contract between NCC and LCF will be a form of Social Outcome Bond (SIB).
- 1.4 Recognising how difficult it can be to measure such outcomes, the Life Chances Fund from the National Lottery supports councils and others to develop new models, working with leading experts in the field of social outcomes.
- 1.5 In the Summer of 2018, the County Council submitted a bid to the Life Chances Fund focusing on a very broad number of outcomes around the theme of Promoting Independence. However, following feedback, it was decided to refine the bid and concentrate the work on the very pressing issue of Norfolk's 100,000 informal carers and ways to strengthen support to them.
- 1.6 The bid supports the commitments made by Members to:
 - a) Ensure all Carers can easily access a conversation about their caring role
 - b) Raise awareness of Carers and the importance of carers assessments
 - c) Ensure that Carers receive care and support to enable them to maintain their own wellbeing and continue to care. We will look at making it easier to access support and offer a more varied set of support options based on carer input
 - d) Support Carers to have access to short breaks which can be planned and booked in advance, and will continue working with carers to develop these commissioned services
- 1.7 This is an innovative approach and will secure spending on carers for the next five years; it offers real prospects of attracting additional investment, through the social investment route.
- 1.8 Life Chances Fund have suggested that the outcome of the bid will be known by March 2020 and discussions are ongoing with them on the content and shape of the proposals.

2. Support for Carers through the Life Chances Fund

- 2.1 A contract based on outcomes gives Adult Social Services the opportunity to accelerate our improvement of services for carers.
 - 2.1.1 **How support for carers will work**
 - 2.1.2 Adult Social Services has submitted a bid which would combine currently separate budgets for carers into one single pot which is then managed as a Social Investment Bond contract on behalf of carers and Norfolk County Council by a social investment partner – Bridges Outcome Partnerships.
 - 2.1.3 The value of the budgets the Council is putting into the SIB is £1.3 million. This spending is then effectively 'ring-fenced' for the next five years and the contract is managed by Bridges Outcome Partnerships. Provided certain measured outcomes are achieved, the SIB will also benefit from additional funding from the Life Chances Fund – a payment of between 33% and 36%, based on the value of the contract, that could amount to £0.473m per year, over a five-year period. These top-up payments would effectively provide a transformation fund for carer services. More detail on the financial arrangements are covered later in this paper.

- 2.1.4 A Social Impact Bond, under the auspices of the Life Changes Fund offers a number of benefits and supports NCC to improve our offer for carers. It will:
- a) Allow providers to be more flexible, innovative and responsive to carers needs, focusing on outcomes rather than strict and defined actions
 - b) Allow NCC to invest in demand management and the prevention of carer breakdowns. Procuring Bridges Outcomes Partnerships as the prime contractor also offers a unique opportunity to help improve the quality of local service delivery, something that NCC has struggled with to date
 - c) Deliver better value for money for NCC, by strengthening support for carers earlier in their caring journey
- 2.1.5 NCC and Bridges want to use the opportunity of a SIB to drive service transformation and, through collaboration, bring about system change. The bid to the Life Chances Fund represents a unique opportunity to improve services and evidence the value, both human and financial, of investment in prevention services for carers. The strategic and operational drivers for developing this approach are:
- a) To improve preventative services and outcomes for carers – this will also drive improved outcomes for those being cared for
 - b) To develop early intervention services for carers thereby reducing the use of costly crisis intervention services across the public sector over time
 - c) To understand better the circumstances around which carers break down and are unable to continue to provide care
 - d) To drive innovation and test new ways of commissioning services by collaborating with investment, third sector partners and national experts – benefitting from our collective expertise, challenge and shared resources
 - e) To provide a more holistic, inclusive service that removes inefficiencies, duplications and allows for a far deeper understanding of the cohort
- 2.1.6 A key benefit from the new approach would be the ability to break down barriers between universal services and assessed services. Currently, we have a contract with Carers Matters which offers support for all carers through information and advice. A limited respite service is also available but can only be accessed via an assessment and determination of eligibility. Assessments can only currently be undertaken by Adult Social Services. Feedback suggests this feels overly bureaucratic and can introduce delay when earlier support could prevent a crisis or breakdown.
- 2.2 Collaboration and co-production**
- 2.2.1 The Council's work to improve the profile and the support for carers has been marked out by its approach to collaboration and engagement with people who know most about the services – carers themselves. The Council's Carers' Charter has been co-produced, and the commitment to delivering the charter continues to be led by carers, for carers.
- 2.2.2 The bid for the Social Impact Bond is strongly underpinned by collaboration and engagement with carers and their representative organisations. Early discussions have already taken place with Carers Matters Norfolk, Caring Together, Carers and the Member Champion for Carers.
- 2.2.3 The developmental nature of this project ensures that the voices of Carers are used to inform and co-design services. Initial meetings with key stakeholders and carers have welcomed the propositions and a co-designed programme designed with Carers and BOP will commence in January to support the development of the service offer.

3. Impact of the Proposal

- 3.1 Services for carers need to become more responsive and effective at supporting carers to maintain their caring role while living a full and good life. Resource constraints and increased demand for services have resulted in services and support coalescing around the cared for person potentially at the expense of carers. Norfolk County Council recognises that longer term, targeted, earlier interventions aimed at sustaining the independent living of those cared for and improving outcomes for carers will deliver the outcomes of improved carer satisfaction, demand management and financial benefits – more effectively serving the population of Norfolk.
- 3.2 A Carers SIB will provide the framework for a new model of support for carers in Norfolk. It does away with many of the barriers between commissioners and providers, and between assessed social work, universal information and practical support. It combines the existing separate budgets for carers into one “pot” which is then managed on behalf of carers and NCC by our social investment partners – BOP.
- 3.3 Implementation of the Carers SIB will ensure a comprehensive service offer for carers in Norfolk that is focused on improving wellbeing and resilience of carers. Additional funding, from the LCF, on the basis of outcomes achieved will be reinvested in the carers service and form the basis of a long term offer that will extend beyond the initial five year contract with Bridges Outcomes Partnership.
- 3.4 **Alternatives**
- 3.4.1 Should the bid be unsuccessful it is recommended that the recommissioning of services for carers be undertaken, bringing together budgets under a single entity and using the principles of creating a seamless service for carers that supports prevention rather than crisis management.

4. Financial Implications

- 4.1 The proposal is for the core contract with BOP to be funded through the current carers budget £1.3m. This provides a low risk option for the Council as payments would be driven by a mix of outputs and outcomes and capped at the budget level. In addition, LCF will top up the contract through additional outcome payments worth between 33% and 36%. This would increase the spend to £1.790m. If the Council is able to secure 36% outcome payments, approximately 3% of this would be used to support an external evaluation of the contract that would support future decisions for invest to save in carers and also to enable the work in Norfolk to be shared more widely by other Councils across the UK.
- Current costs of supporting the business case for the SIB are being managed within the Adult Social Care budget.
- 4.2 No savings are currently built into the council's medium-term financial plan against services for carers. Studies published by the Department of Health, Association of Directors of Adult Social Services (ADASS); Carers Trust and Carers UK demonstrate the value of carers to councils and suggest that £1 investment in carers saves between £4 - £5. This is an area where councils, including Norfolk, have been able to only invest a proportionately small amount of the overall budget. Currently, there is insufficient hard evidence to enable the council to confidently increase investment. One of the key aims of the SIB project is to both help make the case for further investment and to provide initial investment to support the future business case. At the end of the contract the aim will be for the council to have been able to agree the optimal investment in carers in Norfolk.

- 4.3 The evaluation aspect of the project will enable a further business case to be prepared for years three to five of the project which will focus on any further opportunities for join up of services and further investment.

5. Resource Implications

5.1 Staff:

5.1.1

5.1.2

5.2 Property:

5.2.1 None identified

5.3 IT:

5.3.1 None identified

6. Other Implications

6.1 Legal Implications

6.1.1 None identified

6.2 Human Rights implications

6.2.1 None identified

6.3 Equality Impact Assessment (EqIA)

6.3.1 Attached as Appendix 1

7. Any other implications

7.1 There are currently no SIBs that focus on services for carers or that demonstrate success in improving wellbeing for carers and reducing carer breakdown. An evidenced approach to achieving this under the LCF would be publicised and likely be of interest to other local authorities nationally.

8. Recommendations

8.1 Members are asked to

- a) Discuss and contribute ways of supporting a new offer for carers under the auspices of the Life Chances Fund
- b) Note and discuss the work underway to strengthen support for carers through an enhanced service offer

9. Background Papers

9.1 [Update and Next Steps on Norfolk County Council Carers' Charter – People and Communities Committee 15 November 2019 \(page 17\)](#)

Officer Contact

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

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Norfolk Carers Partnership – A Social Impact Bond for Carers

Equality Assessment – Findings and Recommendations

07/11/2019

Sera Hall

This assessment helps you to consider the impact of service changes on people with protected characteristics. You can update this assessment at any time so that it informs ongoing service planning and commissioning.

For help or more information please contact Neil Howard, Equality & Accessibility Officer, email neil.howard@norfolk.gov.uk, Tel: 01603 224196

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The purpose of an equality assessment

1. The purpose of an equality assessment is to enable decision-makers to consider the impact of a proposal on different individuals and communities prior to the decision being made. Mitigating actions can then be developed if adverse impact is identified.

The Legal context

2. Public authorities have a duty under the Equality Act 2010 to consider the implications of proposals on people with protected characteristics. The Act states that public bodies must pay due regard to the need to:
 - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act¹;
 - Advance equality of opportunity between people who share a relevant protected characteristic² and people who do not share it³;
 - Foster good relations between people who share a relevant protected characteristic and people who do not share it⁴.
3. The full Act is available [here](#).

The assessment process

You can change or amend this wording as appropriate for your needs.

4. This assessment comprises two phases:
 - **Phase 1** – evidence is gathered on the proposal – looking at the people who might be affected, the findings of related assessments and public consultation, contextual information about local areas and populations and other relevant data. Where appropriate, engagement with residents, service users and stakeholders takes place, to better understand any issues that must be taken into account.
 - **Phase 2** – the results are analysed. If the assessment indicates that the proposal may impact adversely on people with protected characteristics, mitigating actions are identified.
5. When completed, the findings are provided to decision-makers, to enable any issues to be taken into account before a decision is made.

The proposal

The proposal is to create a contract with Bridges Outcomes Partnership (BOP) via a social impact bond (SIB) through the auspices of Life Chances Fund (LCF). Bridges will create and manage a local dedicated social enterprise prime contractor – the Norfolk Carers Partnership (NCP). The NCP will focus on carers and the services provided to them before a crisis occurs.

The primary aim of the project is to drive service transformation and through collaboration and co-production, bring about system change. Operational drivers are detailed as:

- The improvement of preventative services and outcomes for carers and by proxy the outcomes of those being cared for.
- To inform and implement demand management thereby reducing the use of crisis intervention services across the public sector and the subsequent costs.
- To understand better the circumstances around which unplanned carer breaks and carer breakdowns occur and increase the number of carers known to NCC.
- To drive innovation and test new ways of commissioning services by collaborating with investment and third sector partners using a SIB approach.
- To provide a more holistic, inclusive service that removes inefficiencies, duplications and allows for a far deeper understanding of the cohort.

Who is affected?

6. The proposal will affect adults, children and staff with the following protected characteristics:

People of all ages	No
A specific age group (please state if so):	Adults
Disability (all disabilities and long-term health conditions)	Yes
Gender reassignment (e.g. people who identify as transgender)	Yes
Marriage/civil partnerships	Yes
Pregnancy & Maternity	Yes
Race (different ethnic groups, including Gypsies and Travellers)	Yes
Religion/belief (different faiths, including people with no religion or belief)	Yes
Sex (i.e. men/women/intersex)	Yes
Sexual orientation (e.g. lesbian, gay and bisexual people)	Yes

Analysis of the people affected

7. Provide an analysis of the people who will be affected by the proposal. This should include:

- The overall number of people who may be affected
- A detailed demographic breakdown of the people who will be affected by protected characteristic (e.g. number of men/women/disabled/older people/Black, minority ethnic people etc)

Note – this section is essential – unless you have a clear understanding of who will be affected, you cannot fully assess the potential impact.

In Norfolk the number of unpaid adult carers is estimated to be upwards of 99,000 equating to 11% of the population.

- 78% identify as female
- 60% are between 45-64 years old
- More working-age people claim Carers Allowance in Great Yarmouth, with Norwich rates the lowest.
- Carers are far more likely to have poor financial outcomes – 37% describe themselves as struggling to make ends meet, and 35% have given up work to provide care.

Of these adult carers, 4,310 accessed council delivered or council commissioned carer support services in 2018/19.

Potential impact

8. Having identified the people who may be affected by your proposal, now analyse what impact the proposal may have on these people.

Our proposal aims to improve information, advice and support for unpaid carers of those living in Norfolk. It will bring together our services to carers in to a 'Norfolk Carers Partnership' to drive service transformation and through collaboration and co-production, bring about system change.

Carers will receive an improved service, which means the proposals will not have an adverse effect on anyone, including anyone with a protected characteristic.

Carers in Norfolk are more likely to identify as:

- Female
- White British
- Aged 45 – 64

This means that these groups are most likely to benefit from improved services, though carers with other protected characteristics, or with no protected characteristics, will also benefit.

Accessibility considerations

Describe here how accessibility will be incorporated into the proposal.

9. Accessibility is a priority for Norfolk County Council.
10. Norfolk has a higher than average number of disabled and older residents compared to other areas of the UK, and a growing number of disabled young people.
11. As part of your proposal, you must build in accessibility from the start – which means identifying the most reasonable approach in the circumstances, taking all relevant factors into account - such as available resources; demand and future proofing.

For guidance on the minimum and maximum access considerations that could be built into your proposal, please speak with Neil Howard, Equality & Accessibility Officer, email neil.howard@norfolk.gov.uk; Tel: 01603 224196

This project will be delivered through a Special Purpose Vehicle (SPV) by Bridges Outcomes Partnership. Accessibility considerations will be written in to this contract and as examples are expected to include:

- Accessible digital information which, for example, is compatible with screen reading software
- Easy read versions of key posters, leaflets, and other information
- Access to the advice line via textphone
- Flexibility on where meetings are held to ensure venues are accessible to those with a range of disabilities
- We know that some carers are disabled people/people whose first language is not English, information will be made available in other formats and in conjunction with interpreting services to ensure engagement is accessible.
- We know some communities are more difficult to engage with and there are carers working in isolation who are unknown to existing services. Expanding the number of carers known to the service is a key objective of the project and work will be undertaken to build confidence and improve communication across all groups.
-

Services will be co-produced with unpaid carers, and this process will also support any new services developed in the future to meet accessibility criteria.

Recommended actions

12. If your assessment has identified any adverse impact, set out here any actions that will help to mitigate it.

	Action	Lead	Date
1.			
2.			
3.			

Evidence used to inform this assessment

- Equality Act 2010
- Public Sector Equality Duty
- Relevant business intelligence:
 - Census figures
 - BI reporting on our baseline knowledge of carers
 - Carers JSNA

Further information

13. For further information about this equality impact assessment please contact Sera Hall,



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¹ Prohibited conduct:

Direct discrimination occurs when someone is treated less favourably than another person because of a protected characteristic they have or are thought to have, or because they associate with someone who has a protected characteristic.

Indirect discrimination occurs when a condition, rule, policy or practice in your organisation that applies to everyone disadvantages people who share a protected characteristic.

Harassment is “unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual’s dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual”.

Victimisation occurs when an employee is treated badly because they have made or supported a complaint or raised a grievance under the Equality Act; or because they are suspected of doing so. An employee is not protected from victimisation if they have maliciously made or supported an untrue complaint.

2 The protected characteristics are:

Age – e.g. a person belonging to a particular age or a range of ages (for example 18 to 30 year olds).

Disability - a person has a disability if she or he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Gender reassignment - the process of transitioning from one gender to another.

Marriage and civil partnership

Pregnancy and maternity

Race - refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

Religion and belief - has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (such as Atheism).

Sex - a man or a woman.

Sexual orientation - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.

3 The Act specifies that having due regard to the need to advance equality of opportunity might mean:

- Removing or minimizing disadvantages suffered by people who share a relevant protected characteristic that are connected to that characteristic;
- Taking steps to meet the needs of people who share a relevant protected characteristic that are different from the needs of others;
- Encouraging people who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such people is disproportionately low.

4 Having due regard to the need to foster good relations between people and communities involves having due regard, in particular, to the need to (a) tackle prejudice, and (b) promote understanding.

People and Communities Select Committee

Item No. 9

Report title:	Adult Social Services Technology Enabled Care Strategy
Date of meeting:	31 January 2020
Responsible Cabinet Member:	Councillor Bill Borrett, Cabinet Member for Adult Social Care, Public Health and Prevention)
Responsible Director:	James Bullion – Executive Director of Adult Social Services

Executive Summary

Adult Social Services Technology Enabled Care Strategy is critical to the Promoting Independence Strategy. Norfolk Adult Social Services is 18 months into its technology enabled care strategy. The strategy was originally informed by a review conducted by Society of Information Technology Managers (SOCITM) which drew on national learning and best practice experience to identify a series of themes for further exploration.

A presentation at the People Select Committee will set up in more detail the main elements of the strategy, and there will also be available a 'market place' before and after the meeting to showcase some of the work.

Actions required

Committee are asked:

- a) To consider and discuss the progress of the Technology Enabled Care Strategy for Adult Social Services**

1. Background and Purpose

- 1.1 An important element of Adult Social Services Promoting Independence programme of change is to harness the benefits of technology to support better outcomes for people who use Adult Social Services, and for citizens more widely, to enable them to stay independent and in control of their lives.
- 1.2 Technology is a fast-moving field which promises the prospect of innovation across all aspects of social care, bringing about both savings, and better outcomes for individuals. Maximising the benefits from proven technology requires not just investment in hardware and software, but considerable investment in managing and embedding change.
- 1.3 Norfolk Adult Social Services is 18 months into its technology enabled care strategy. The strategy was originally informed by a review conducted by Society of Information Technology Managers (SOCITM) which drew on national learning and best practice experience to identify a series of themes for further exploration.
- 1.4 Whilst some of the findings from this were already being implemented in some way in Norfolk, the review provided a framework for the Technology Enabled Care Strategy, which has savings of £6.1m badged against it.

- 1.5 It is clear that a number of cross-cutting departments within NCC have a stake in the successful delivery of the technology enabled care strategy and therefore the Adult Social Care Technology Enabled Care (ASTEC) Steering Group (with representation from across department's) has been established to provide overall development and direction for the programme. ASTEC has responsibility for the delivery of the programme, including any financial savings attached to activities. The Group is directly accountable to Adult Social Services Director's Leadership Team (DLT).
- 1.6 A presentation at the People Select Committee will set up in more detail the main elements of the strategy, and there will also be available a 'market place' before and after the meeting to showcase some of the work.

2. Proposals

- 2.1 The Technology Enabled Care Strategy has the following vision:
- a) Technology will be integral to good, quality care
 - b) It will enable professionals to work efficiently, for services to work smartly and for people to live independently at home for longer, reducing the need for formal, intensive adult social care intervention
- 2.2 This is being taken forward through three core areas:
- Productive Workforce** – a series of projects and initiatives to give workforce the best possible tools, training and support to equip them to work flexibly and to make the maximum use of their time.
- Providers** – a series of projects to enable providers to work with the Council more efficiently and to develop their own technology capabilities.
- Empowered citizens** – a series of projects to use technology to help with care and independence, including extending our assistive technology offer.

3. Impact of the Proposal

- 3.1 Exploiting the developing technologies in the field of health and social care are central to both the implementation of the Promoting Independence strategy, and for the financial strategy for Adult social Services. Assistive technology is already supporting around 10,000 people, helping to keep them independent for longer, and in many cases giving peace of mind to families and friends.
- 3.2 Effective implementation of technology solutions, will also bring efficiency gains for the department – for example – good quality mobile technology means that our staff can complete more work on the move and do not always need to come back to an office base.
- 3.3 However, it is important to see technology as an enabler. The technology strategy is aligned to support and accelerate other changes the department is making – for example the Living Well: 3 conversation model of social work, early help and prevention, and market shaping. It is also closely aligned to the overall Smarter Working Programme.

4. Financial Implications

- 4.1 There are no new financial implications relating to the technology strategy. Any investments in technology are funded, and, overall, we have committed to achieving £6.5m savings by the end of 2021/22.

5. Resource Implications

5.1 **Staff:**
None identified

5.2 **Property:**
None identified

5.3 **IT**
None identified

6. Other Implications

6.1 **Legal Implications**
None identified

6.2 **Human Rights implications** None identified

6.3 **Equality Impact Assessment (EqIA) (this must be included)**

6.4 **Any other implications**
None identified

7. Actions required

7.1 **Committee are asked:**
a) **To consider and discuss the progress of the Technology Enabled Care Strategy for Adult Social Services**

8. Background Papers

8.1 None

Officer Contact

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

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Debbie Bartlett	debbie.bartlett@norfolk.gov.uk	01603 973838



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