

# Adult Social Care Committee

Item No:

<b>Report title:</b>	<b>Market Position Statement 2017/18</b>
<b>Date of meeting:</b>	<b>10 July 2017</b>
<b>Responsible Chief Officer:</b>	<b>James Bullion, Executive Director of Adult Social Services</b>

## Strategic impact

The Market Position Statement (MPS) is to the Council's overall approach to shaping the adult social care market in Norfolk. The MPS sets out both the challenges in the market and the Council's commissioning strategies to promote its effective and efficient operation.

## Executive summary

The Care Act requires councils with adult social care responsibilities to promote the effective and efficient operation of the market in social care and support services for adults in their areas. This requires the Council to work closely with care providers and people using services to develop a clear description of services that enable people have independent living and wellbeing.

It is important that providers understand the Council's commissioning strategies and its investment intentions so that they can develop their businesses in such a way as to be part of a sustainable high quality care market.

This market position statement sets out our vision, explains what new approaches and services are needed, and encourage our partners to help us formulate new ideas and ways of doing business.

## Key findings

- (a) The Council invested £298m in the market as a whole last year
- (b) At any one time just under 12,000 people were being supported by the Council of whom just over 60% were older people
- (c) On average 80% of care was arranged by the Council with 20% arranged through direct payments
- (d) Almost 57% of Council investment was in the care homes sector in which the Council bought 47% of all residential care beds and 25% of all nursing beds
- (e) 247 nursing beds were lost last year while 504 new residential beds became available
- (f) Over 6200 people were supported in care homes during the year
- (g) More than 5000 people benefited from reablement services avoiding the need for long term care during the year
- (h) Almost 6,800 people were supported in their own homes during the year
- (i) Over 1,600 people were supported in housing schemes during the year
- (j) About a third of all Council investment was used to support adults aged between 18 and 64 with two thirds supporting older people
- (k) There were 27,400 jobs in the social care market in Norfolk with over 80% of care workers being female
- (l) Staff turnover in the care workforce was 26.3% (29% the previous year) with a 6.8% vacancy rate (5.2% the previous year)

## **Recommendations:**

**The Committee is asked to consider and approve the draft Norfolk Adult Social Care Market Position Statement 2017/18.**

### **1. Background**

- 1.1 The Care Act (2014) introduced new duties for local authorities to facilitate and shape a diverse, sustainable and quality market, emphasising that local authorities have a responsibility for promoting the wellbeing of the whole local population, not just those whose care and support they currently fund. This is known as market shaping.
- 1.2 The MPS is a key document to support the Council's market shaping responsibilities. The Council, as a strategic commissioner of services, wishes to forge a new relationship with partners to benefit all who need care in our authority. By stimulating a vibrant, diverse and integrated market for care and support, we can offer people a real choice in how and where they receive care and support, and enhance individual and community independence. This may come from existing partner organisations, from those who do not currently work in the area, or from new start-ups.
- 1.3 The Market Position Statement for 2017/18 builds on the format of the 2016/17 MPS, which was developed in consultation with the market and has been well received by providers. The evidence provided in the document and the reports it links to will help the Council and its partners take a strategic approach to understanding and meeting local need for social care and support. We also recognise that health and social care partners actively contribute towards economic growth in Norfolk and create significant employment opportunities for Norfolk citizens.
- 1.4 The Market Position Statement contains some market opportunities for partners, but is not a comprehensive list of all developments taking place. It is instead intended to help identify what the future demand for care and support might look like and to act as a starting point for discussions between the local authority and those who provide services, in particular voluntary and community sector organisations, small and medium sized enterprises (SMEs), and entrepreneurs.

### **2. The Market Position Statement 2017/18**

- 2.1 The MPS sets out for providers of care and support detailed information on the current context in Norfolk for delivering care and support services, providing detail on the Sustainability and Transformation Plan (STP), Promoting Independence and Norfolk's changing approach to social work to help people think about their strengths and develop strategies for promoting their own wellbeing and independence.
- 2.2 The document clearly shows the current levels of investment in care services and proposals for future investment, including an indication to the market on the Councils' proposals for the additional social care funding and its focus on the three priority areas:
  - a) **Protection of social care** – maintaining social care services
  - b) **Sustaining social care** – focus on the market and securing supply and workforce
  - c) **Investing and improving social care** – support health functions in discharging their duties

- 2.3 There is detailed information on the care and support workforce, the challenges that the sector faces and the work that the Council has undertaken in partnership with the market to identify and begin to address some of the key issues such as recruitment.
- 2.4 The Annual Quality Report which incorporates Care Quality Commission ratings for care providers, provides a detailed picture of our quality priorities in the Norfolk care market, and is a key source for the MPS. It is important providers understand and share the aspiration for excellent quality services and are able to assess the overall quality picture in Norfolk.
- 2.5 We are currently engaged in widespread and detailed integration work with the various facets of the NHS to ensure an improved pathway for citizens requiring health and social care services. The MPS describes our approach to integrated care in each of the CCG areas by reference to the Better Care Fund plans and priorities.
- 2.6 The MPS provides a detailed analysis of all of the major market sectors highlighting the key changes and developments we want to see and the way in which we intend the shape of these markets to change to support our Promoting Independence strategy.
- 2.7 The MPS can be printed but has been designed to be read in an electronic format with web links to key information sources enabling providers to access the most up to date information. This includes a link to the newly developed interactive Market Intelligence Tool. This will enable providers to access information about the market to support their business development and has been developed with providers.

### **3. Financial Implications**

- 3.1 There are no direct financial implications in publishing the Market Position Statement the costs of which are contained within existing budgets.

### **4. Issues, Risk and Innovation**

- 4.1 The Promoting Independence strategy is key to achieving a reimagined Norfolk in respect of adult social care. The strategy requires fundamental changes in the way we go about the business of adult social care including social care and commissioning practice, the way in which care providers adjust to new models of care and the way in which consumers of care services support their own independence.
- 4.2 This means a greater focus on managing the demand for care through early intervention and support, a greater focus on reablement and the restoration of independence, ensuring that people with longer term conditions can be supported in their own homes and communities longer and less reliance on long term residential care.
- 4.3 The care market faces unprecedented competition for labour operating as a minimum wage economy, creating a risk of market failure and the inability of the market to support the wider integrated health and social care system. The MPS supports the multiple strands of our work with the market to manage these risks.

### **5. Summary**

- 5.1 In this context, we see this market position statement as an increasingly vital part of our relationship with the care and support sector – to set out our long-term vision for the future of adult social services in Norfolk, explain what new approaches and services are needed, and encourage our partners to help us formulate new ideas and ways of doing business. By

doing so, we hope to shape a sustainable system of care which achieves better health and wellbeing outcomes for Norfolk citizens, promotes independence and champions prevention, works more closely with carers, voluntary, and community sector groups, and provides services as close to a person's home as possible while ensuring access to high quality specialist services when needed.

- 5.2 To that end, the emphasis of our future commissioning aims will be on changing behaviours to promote independence, developing evidence-based early interventions to prevent peoples' care needs increasing, and devising new delivery models through integration with our partners. We will achieve this through a particular focus on integrated commissioning and delivery, using available resources more effectively, and seeking to work with a more diverse range of partners including entrepreneurs and social enterprises.

## 6 Recommendations

- 6.1 **The Committee is asked to consider and approve the draft Norfolk Adult Social Care Market Position Statement 2017/18**

### Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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