



MARKET POSITION STATEMENT 2021-2024



Norfolk County Council

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Norfolk's Market Position Statement

Introduction

Norfolk County Council is committed to stimulating a diverse, active market for adult social care where innovation is encouraged. We want to develop strong relationships with the people that we commission services for and with you, the providers who will deliver them. Through regular dialogue we will work together to reshape current services so that we can achieve our stated priorities and improve the outcomes for our residents.

Like all authorities, Norfolk is having to operate within an extremely challenging environment. We have:

- **An ageing population** - people are living longer and increasingly living more years with ill health requiring care and support
- **Difficulties in the recruitment and retention of a social care workforce** with the skills, competencies and capacity needed to deliver the care and support that people require
- The need to change from health and social care systems that have been primarily focused on, and resourced, to support people when they became ill, to systems that have a **focus on ill-health prevention and improving wellbeing**
- The need to **deliver more with less resource** requiring us to think differently about the types of services commissioned and how we use system wide resources most effectively
- to manage the impact of COVID 19 and the continued uncertainty of how this will develop over the coming year(s)

Our vision is “to support people to be independent, resilient and well”. To support this we will prioritise investment on services and support that prevent, delay and reduce the need for formal care. We will promote the use of digital solutions in place of, or in support of, formal care where this is appropriate and safe. People tell us that when their health and care needs change they want to stay living in their own homes for as long as possible. When it is no longer possible for them to remain at home they want to know that the service will be of good quality with staff skilled in meeting their needs.

As a provider of care the County Council will review its own provision and role in the market with the services that it delivers being treated no differently than those commissioned from the independent and VCSE sectors. The Council’s services will be required to deliver the same level of quality of service at the most affordable price.

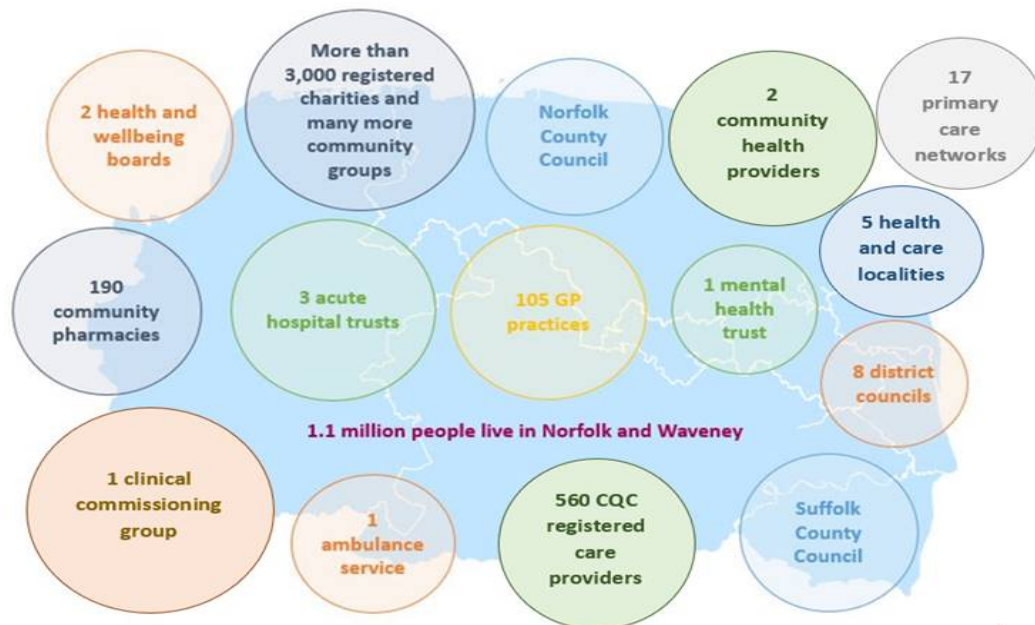
Through the Integrated Care System we will work with our health partners to jointly commission services. This will enable us to use health and social care resources to best effect, reducing duplication and investing the money in services that will support the achievement of our stated priorities.

Norfolk as a place

Norfolk is the fifth largest shire county in England, with a population of nearly 900,000 – forecast to grow to more than a million by 2036. Alongside this growing population, it also has a buoyant job market and high levels of employment. It is recognized that this buoyant employment market makes it more difficult for social care providers to recruit and retain the staff that they need to meet service demand.

Norfolk has a balance of urban and rural/coastal districts with Norwich the most urban and North Norfolk the most rural. 60% of the population aged over 65 live in a rural/rural coastal area which, aligned with the difficulties of recruiting and retaining a social care workforce, brings challenges for providers to deliver the care and support required by people living in these areas.

Local health and care organisations are working together to build healthier communities in Norfolk and Waveney. The care market in Norfolk comprises:



Working together will ensure that our joint resources are spent in ways that support our vision to promote independence, health and wellbeing and to ensure that people are able to access the right services, in the right place at the right time.

Key Messages

- The Norfolk population is growing; people are living longer and the type of care that people need is changing. By 2030 it is predicted that the population of Norfolk will have risen from 914,819 in 2020 to 963,762 by 2030; the largest increase is in the over 75 age group. **This means that how people look after themselves and how health and care services work together to care for people also needs to change**
- Norfolk CC and its partners will not be able to afford to support this increase in the population, within the resources available, if we do not continue to operate and commission differently. Services are under pressure so we need to continually look at ways to:
 - manage demand
 - reshape what we offer and what we commission
 - secure new investment to help us to deliver the reshaping required
- We want people of all ages to enjoy good health and wellbeing. This means preventing avoidable illness and tackling the root causes of poor health and wellbeing
- Our services will focus on helping vulnerable adults live independently. We will use technology to help keep people at home and focus more on what people can do rather than what they can't

- To manage demand we want to deliver more services through community hubs and we will invest in smarter information and advice to connect with their communities and combat loneliness and isolation
- The priorities detailed within this document articulate how we will re-shape what we offer to residents and what we want to commission going forward
- As a Council we will work with our health partners to secure the investment that will be needed to re-shape services to meet our stated priorities

The Norfolk Approach

Our Vision

Our vision – “to support people to be independent, resilient and well”

To achieve our vision, we have a **strategy – Promoting Independence** – which is shaped by the Care Act with its call to action across public services to prevent, reduce and delay the demand for social care. It is also a positive response towards managing what is a difficult financial climate for public services. It does not see a retreat to a statutory minimum but ensures that we manage demand and have a sustainable model for the future, at the core of which is quality social work which builds on the strengths of individuals.

Promoting Independence is at the core of Norfolk County Council’s strategic plan “Together for Norfolk”. This ambitious plan aims for the County to be a place where we put people first, where everyone works together to create a better place to live.

Our Guiding Principles

- Every effort will be made by the Council to meet a person’s care needs without resorting to formal care services. Offering help early to prevent and reduce demand for specialist services
- Where formal care services are required these will focus on returning the person to a level of independence where the need for formal care services is removed or reduced
- Where people need longer term services, the focus will still be on enabling the person to retain as much independence as they can while ensuring that they remain safe
- All services should be high quality, deliver value for money, offer choice and be sustainable
- Being business like and making the best use of digital technology to achieve value for money
- Using evidence and data to target our work where it can make the most difference

Our Priorities

In pursuit of delivering our Promoting Independence strategy, the Council is focussed on six priorities:

- 1) Safeguarding people
- 2) Strong partners for integrated working
- 3) Strengthen social work so that it prevents, reduces and delays need
- 4) Supporting the social care market
- 5) Accelerate the use of technology
- 6) A positive working culture which promotes people’s independence and uses public resources fairly

The Norfolk Offer

For residents: Norfolk County Council will

- Support and encourage people to access mainstream facilities in the community. This offer will be supported through the development of the Norfolk Directory and via commissioned provision such as social prescribing, peer support etc
- Offer information, advice and support through community hubs – providing help at the right time to prevent and reduce the need for more intensive support
- Support people to not feel lonely and isolated supported through commissioned provision that includes wellbeing advisors, life connectors, and peer support services
- Improve digital access to services making better use of technology, innovation and on-line services
- Actively promote direct payments and individual service funds to give people the greatest freedom and flexibility to meet their needs
- Continue to work with the market to ensure the availability of good quality accommodation options and care at home services
- Develop services that help avoid unnecessary admissions to hospital or residential care and enabling people to return home safely from hospital
- Support people with complex needs to live as independently as possible, with choice and control over their lives and the services that they access
- Aim to prevent individuals and families from becoming homeless wherever possible

For providers: Norfolk County Council will:

- work with NorCA to improve the way that we engage with the market helping us to better understand the provider perspective
- work creatively with all of our partners to develop cost effective solutions that can both prevent and reduce the need for formal care and enable people to get the right services at the right time when they do need formal care and support
- provide Quality Service Team support to providers helping them to improve and sustain the provision of service quality
- provide the support that providers need around the recruitment and retention of staff. This includes:
 - continuation of the investment in Norfolk Care Careers website
 - continuing with the 1:1 consultancy advice and support
 - continuing to link with Health colleagues on the Step into Health Programme and links with Military community families

- through the European Social Fund Developing Skills in Health and Social Care project, we will be providing access to a range of fully funded qualifications in health and social care. The aim of the project is to empower people working in the sector to develop new skills and progress with their careers
- do all that it can to support providers to have access to the best information about the County so that they are able to develop robust business plans and implement sustainable business models
- with our health partners we will enable providers to have the support of community nursing teams, helping to upskill and build the confidence and competence of social care staff in managing higher levels of acuity of need within a person's own home or in residential/nursing home care. Support is offered via services such as the Enhanced Health and Wellbeing in Care service
- update the market position statement quarterly, flagging where commissioning intentions and provider opportunities have changed
- The care sector digital support programme will help providers to identify and implement technology enabled services including the scaling up of the use of assistive technology
- The council's external funding team will work with providers to identify new investment opportunities that support technological solutions and skills development for the sector

Norfolk County Council's offer to Unpaid Carers

Through Promoting Independence, the Council is committed to supporting unpaid carers to maintain their own health and wellbeing, and to feel confident in their caring role.

It is estimated that there are approximately 99,500 unpaid carers in Norfolk who selflessly give up their time to look after family or friends. The estimated value of the care provided by unpaid carers still varies from around £500 million to £1.9 billion per year

In 2018-19, 4,310 unpaid carers who were caring for adults accessed Council delivered and commissioned services. These were information, advice and signposting, or services such as respite or direct payments to enable them to have a break from their caring role.

To better support Norfolk carers' health and wellbeing, projects are underway focussed on:

- Redeveloping our carers services to be primarily delivered by Carers Matter Norfolk
- Co-producing a carer's offer for carers breaks and respite
- Rewriting the policy and guidance for operational staff
- Developing a co-produced Health and Wellbeing Board wide carers strategy

In response to feedback from adult carers on our current service offer, we have developed a social outcomes contract for services to adult carers.

In partnership with Bridges Outcome Partnerships (an established not-for-profit social enterprise) we have been awarded £4.1m from the Life Chances Fund. This funding, alongside existing NCC

and NHS funding through the Better Care Fund, will be used to transform and improve the system offer to carers.

The enhanced service for carers began on 1 September 2020 and while the main points of contact for carers: the advice line, carer connectors and the organisations providing services to carers will not change, the services provided by them will be enhanced.

The new service will mean that carers no longer have to seek support and assessments from different places. This reflects the feedback from carers who have told us that services for carers are fragmented and often carers are unable to receive the support they need early enough in their caring journey, resulting in unnecessary stress and a lack of wellbeing for the carer.

This change in service will be closely monitored and evaluated, with the ambition that carers are able to say that they have a better quality of life, improved health and wellbeing, and are more satisfied with their support from both Carers Matter Norfolk and Norfolk County Council.

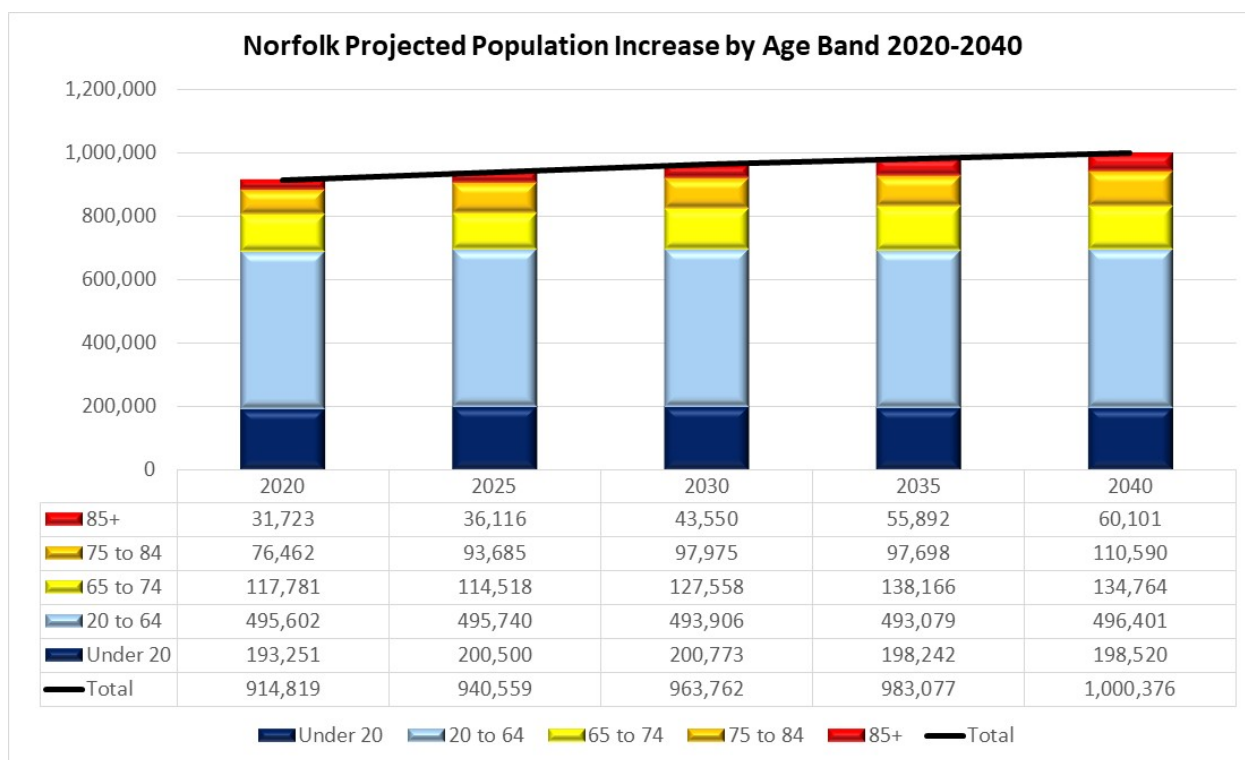
The challenges we face

Continuing Demographic Pressures

Population Increase

One of the main drivers of demand for social care services is population increase, especially amongst the over 75 age group. In the next 10 years the number of people in Norfolk aged over 75 is projected to increase by over 33,000. Of these people the over 85 age group is predicted to increase by nearly 12,000 people.

At the same time the population of people aged 20-64, from which social care staff and many unpaid carers will come from, is projected to decline slightly. The pressures of an aging population coupled with a relatively static and potentially declining pool of people who could provide paid and unpaid support to them is clear. The table below illustrates future projected population increases across the different age bands:

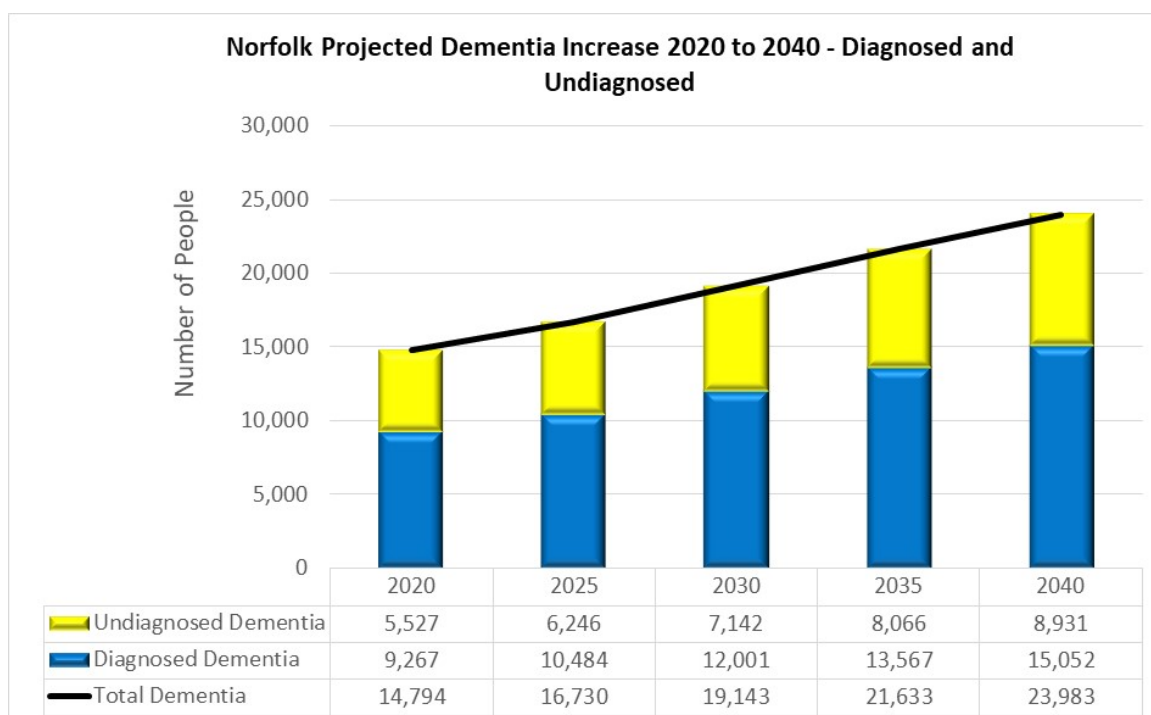


Dementia

In 2020 it is projected that there are 9,267 people in Norfolk with diagnosed dementia, with a further projected 5,527 with undiagnosed dementia (14,794 in total).

The number of people in Norfolk with dementia is projected to increase between now and 2030 by 2,734 people with a formal diagnosis and 1,615 with undiagnosed dementia. The total increase over this time is 4,349 (both groups added together). This will be a key driver of social care demand, primarily in the older people's care market, but also impacts learning disabilities, autism and mental health services catering for older care users.

The table below illustrates the projected increase in diagnosed and undiagnosed dementia in Norfolk in the future:



It is estimated that at least 65% of older people in care homes have a formal diagnosis of dementia, with many more likely to have undiagnosed dementia. Dementia is a significant driver of social care demand.

Other Health Factors

Other health factors and deprivation are also a contributing factor to demand for health and social care and received more coverage in the 2018 Market Position Statement and in numerous other publications. There is evidence of greater complexity of need as a result of more children and young people surviving into adulthood with more complex needs. This has seen increases in demand in children and young people for social, emotional and mental health support as they transition to adults' services. More generally, people with disabilities and complex needs are experiencing greater life expectancy so are requiring services for longer. It is an oversimplification to simply determine future social care need by population increase in the older people's age groups as this does not fully take into account health inequalities across different groups or geographical areas, deprivation, the impacts of social isolation, the effects of informal care networks (or lack of them), or Council initiatives to prevent, reduce and delay the need for formal care services.

Workforce Pressures

Recruitment, Retention and Profile of the Workforce

A job in the care market needs to be appealing and held in high regard by society. Key to a properly functioning, high quality and sustainable adult social care market is a workforce that is well trained, professional, caring, appropriately paid with progression opportunities and with satisfaction with both their jobs and employers. The latter point is telling, as many carers who leave caring roles move to different care jobs, indicating greater satisfaction with the caring role than their employer. Where these positive factors do not fully exist this is manifested in high turnover of staff. The composition of care workers can provide sustainability issues in the care market, especially if a high percentage of workers are reaching retirement age and the profession is not appealing enough to new workers.

Information from the Skills for Care Workforce Minimum Data Set highlights social care staff turnover rates during 2020 of 38% for direct care staff and 37% for registered nurses. 23% of direct care staff and 39% of registered nurses are aged 55 and over and therefore likely to leave the workforce within the next 5-10 years. The workforce in Norfolk is also reliant on workers from the European Union with 11% of direct care staff and 28% of registered nurses having EU nationality. This is a significant risk as many social care jobs do not qualify under the current minimum salary requirement. 17% of the social care workforce are on zero hours contracts which is lower than the Region and National averages. More detail about workforce challenges can be found in Appendix 1 Challenges in the Care Market.

Most concerning is the percentage of the workforce who hold a relevant social care qualification. Information submitted by providers to Skills for Care show that only 43% of the social care workforce in Norfolk have a recognised social care qualification which is significantly lower than both the England and Eastern of England averages of 52% and 47% respectively. It is essential that we work together to showcase social care as a career and to encourage all staff within the sector to take advantage of the training, development and apprenticeship opportunities available to them to advance their career in care.

Impact of COVID-19 on the social care workforce

In an already stretched care sector the impact of care workers having to isolate and not be able to work due to having COVID-19 symptoms or a diagnosis (or having to isolate because a member of their household has), cannot be understated. There are currently difficulties getting tests and getting results back within acceptable timescales.

Staffing cover is put under pressure by having to isolate residents in care homes, this requires greater staffing numbers. Residents in care homes are tested for COVID-19 every 28 days under normal circumstances. They are tested once then after seven and 28 days if there is an outbreak in the home. Staff are tested weekly. This puts additional staffing pressures on care homes. Staff have to undertake these tests themselves, and also have to use more PPE as a consequence, with the associated costs of this. These factors necessitate greater use of agency staff, which is costly for care providers, and can create greater exposure to COVID-19 or errors caused by unfamiliarity. Another consequence of staffing shortages is the use of staff from different care homes owned by the same provider, with the same issues as using agency staff.

The expectation that care staff do not work across different care locations diminishes the staffing flexibility in the care sector, leading to further staffing pressures and use of agency staff. Staffing

shortages and using “unfamiliar staff” can impact negatively on quality of care delivered. More detailed information relating to the quality of care delivery across the provider sector can be found in Appendix 1.

Certain district nurse functions such as managing and changing simple dressings has now been delegated to care homes. This places additional staffing pressures on care homes who now have to perform these tasks. Care homes are communicating that GPs are also visiting less and there is a reduction or cancellation of planned surgeries and outpatient appointments. This leaves care providers managing these situations themselves and feeling exposed.

Before COVID-19 certain groups of care home residents, especially those with a learning disability, enjoyed visits to day services and other social activities outside of the care home and supported housing services. With these reduced or suspended, care homes are having to provide extra care in these services. This places additional pressures on staffing. This is anticipated to have an impact on the well-being of the residents, the full extent of this is yet to be evaluated.

Attractiveness of profession and retention of staff – due to Covid

There is anecdotal evidence reported by care providers of care staff leaving the profession due to the COVID-19 outbreak. Some staff have underlying health conditions or live with people who do, so are not prepared to take the risk of working in a profession that exposes them more to Covid-19. Others are reported to have left as a result of some care home manager requesting that staff do not mix socially when they are not at work as a means of reducing the risk of exposure of residents to the virus. The COVID-19 pandemic is reported to have impacted on recruitment to the profession, due to the negative publicity and the perception that the profession will expose care staff to the virus.

Impact of COVID on Care Home Occupancy levels

The impact of Covid-19 across homes commissioned by the Council does not appear to have been as significant as in other parts of the Country. In Norfolk, by the end of July 2020, 35% of care homes (121) had reported an outbreak of Covid-19 resulting in 153 deaths from Covid-19, or suspected Covid-19. This accounted for 15.6% of the total deaths in care homes, which was lower than the national average of 25.8%. Whilst across the region care home occupancy reduced from 90% to around 80%, in Norfolk average occupancy has remained at 89.3% across the care market as a whole; 88.5% average occupancy for older people care homes and 92.9% average occupancy for working age adults. The fear of the second Covid-19 spike is impacting upon the confidence of families in placing loved ones in care homes which is adding further pressure into an already unstable market.

Financial Challenges

**£450m p.a.
Adult Social Service
Expenditure Budget**

**£330m p.a. (75%)
spent directly on
care services**

**£25m
Adult Social Services
savings 2021/22**

Over the last four years Adult Social Care has had to make savings in the region of £79.294 million and had plans to make further savings of £7.344million in 2021/22. The financial challenges it faces are immense and these have been exacerbated by the impact of COVID-19 and the continued uncertainty of how this will develop over the coming year. The actual costs of delivering services during COVID-19 have outstripped the monies received.

For Adult Social Services in Norfolk the additional costs associated with managing the COVID-19 pandemic, come on top of a rising demand for social care and the need to change and adapt services to meet people's needs and support them to stay independent, where they can. All of this is set against a backdrop of settlement funding allocations beyond the current year (2020-21) being unknown and key reforms to local government funding including the Fair Funding Review, Business Rates localisation, and reform of Adult Social Care funding being repeatedly delayed. The Council has made an assumption that the Government will once again allow an adult social care precept of 2% and that the Council will take up this option. A 2% precept brings in income of around £8m for adult social services.

At a time of such uncertainty, the Council remains committed to its vision – to support people to be independent, resilient and well. The strategy to achieve this is Promoting Independence; shaped by the Care Act with its call to action across public services to prevent, reduce and delay the demand for social care. The circumstances that the Council now faces will require Adult Social Care to provisionally find a further £17.723m during 2021/22.

To deliver these savings the Council has developed five main themes for savings:

Independence and enabling housing – savings to be delivered through:

- Supporting more people to move into independent housing, reducing the reliance on residential care
- Taking a strategic approach with health partners to manage joint funding of packages to support better use of resources across the health and social care system

Revising the short term out of hospital offer – saving to be delivered through:

- A review of the current offer for health and social care intermediate care – developing more reablement capacity to support people in their own homes and moving away from a reliance on short term beds

Commissioned models of care – savings to be delivered through:

- Efficiency targets for some core contracts to ensure that we are able to maximise the usage of block contracted capacity
- Contract re-negotiation with Norsecare

- Working with NorCA (Norfolk Care Association) to develop a targeted approach to annual price uplift for 2021/22 recognising the overall local authority budget pressure

Self direction, prevention and early help – savings to be delivered through:

- The introduction of more individual service funds as an alternative to commissioned care for some people, to give them more control
- Working with partners to reshape and refocus the approach to supporting people upon their initial contact with Adult Social Services

Digital efficiency, value for money, financial management

- Capitalisation of Adult Social Services transformation programmes – the use of capital receipts as permitted by Government to fund transformational activity which will deliver future savings

Adult Social Services is the largest single budget within Norfolk County Council and its provisional share of the savings target for 2021-22 is £25.067m and significantly higher when considered over the remaining periods of the medium term financial strategy. This figure alone would be incredibly challenging to deliver, but it must also be considered in the context of approximately £160m of department savings over the last 10 years, and a forecast 2020/21 overspend of £8m.

The annual gross expenditure by the Council on Adult Social Services is £450m, with 75% of this spent directly with the care market. The priority is therefore to ensure that any change to this level of investment is targeted to continue to allow the Council to commission good quality and sustainable care for Norfolk's population.

The Council will...

- Continue to have regard for local costs in the setting of our fee levels and consult with providers and the Norfolk Care Association, about our approach to pricing
- Continue to pay providers promptly for the service that they deliver

COVID-19

The COVID-19 pandemic and the public health measures taken to contain it have delivered one of the largest shocks to the UK economy and public finances in recent history. Data from the ONS shows that while the summer saw the UK economy move towards recovery, it still has to make up nearly half of the GDP lost since the start of the pandemic. The Office for Budget Responsibility has predicted that the UK's deficit is likely to be between £263bn to £391bn this year, significantly higher than the £55bn predicted at the budget in March.

In responding to this public health crisis, the Council has taken action to maintain the delivery of vital services across all areas of its operations, support the NHS and health system through enhanced hospital discharge processes to free up capacity, protect vulnerable people, support businesses, and ensure the safety of all staff delivering this vital work.

As we move into a difficult winter, the ongoing impact of COVID-19, along with continued uncertainty about future funding, represent a significant challenge for public finances. The Council has set out its approach to the budget setting process for 2021-22 that takes account of the requirement to identify savings options that fit within the overall policy and financial framework, aligning resources to the Council's key strategic objectives set out in 'Together, For Norfolk'.

Opportunities for providers

Prevention and wellbeing:

Background

Joint Health and Wellbeing Strategy 2018-1022 'A single sustainable health and wellbeing system

The Health and Wellbeing Board (HWB) agreed and launched its Strategy in 2018. Partner organisations have formally signed up to the Strategy through their governing bodies/boards. This Strategy stands as our shared commitment to taking collective responsibility for health and wellbeing.

Our key priorities:

- A single sustainable system – working together, leading the change and using our resources in the most effective way
- Prioritising prevention – supporting people to be healthy, independent and resilient throughout life. We'll offer help early to prevent and reduce demand for specialist services
- Tackling inequalities in communities – providing support for those who are most in need and address wider factors that impact on wellbeing, such as housing and crime
- Integrating ways of working – collaborating in the delivery of people-centred care to make sure services are joined-up, consistent and make sense to those who use them

What has been achieved:

- Our prevention and early help approach has enabled us to achieve significant reductions in Adult Social Service demand; by preventing, reducing and delaying the need for formal care
- Community-led work by District Councils, voluntary sector and the County Council has made a step change in the co-ordination of support and outreaching to people previously hidden who might be struggling

Our commissioning intentions:

- We now want to look at the first contact from people (our 'front door'): streamlining our processes and freeing up our contact centre social care team to pick up a stronger Living Well model of working, building stronger links with voluntary networks.
To determine the longer term infrastructure and investment offer to support VCSE activity linked to prevention, social prescribing and social isolation and the social care front door
- To ensure a broader linkage between prevention and the wider community support offer
- We will also work to introduce individual service funds which are similar to direct payments. The difference is that instead of arranging their own care, an individual liaises directly with an already commissioned service provider to agree the arrangements for their support. It gives more control for an individual, but without having to 'shop around' for their care
- Providers have told us that there are ways to improve the effectiveness of services commissioned; reducing duplication and ensuring clarity of the roles and responsibilities of organisations commissioned to deliver information, advice, guidance and support

Market Opportunities

We want to:

- Work with our partners to re-shape and refocus our approach to supporting people upon their initial contact with Adult Social Services
- Work with local VCSE organisations keen to expand services that support prevention and early help delivered through a network of community connectors and local voluntary and community organisations who are supported by smarter information such as the Norfolk Directory
- Work with providers to review the effectiveness of services currently commissioned looking at opportunities to reduce duplication and freeing up capacity to support current identified commissioning gaps

Working age adults: Mental Health

Population

The Norfolk and Waveney Adult Mental Health Strategy 2019 identified an overall prevalence of approximately 140,000 people living with some form of mental ill health. As would be expected the prevalence of severe mental illness including psychosis is higher in more urban areas with Norwich and Great Yarmouth & Waveney being above the national average for both severe mental illness and psychosis. Norwich has a suicide rate that is approximately 50% higher than the national average. In the more rural areas the prevalence of dementia is higher given the older population profile of the North, South and West Norfolk areas.

There are higher levels of un-met across Norfolk compared with the national average. This need is driven by high levels of unmet need relating to common mental illness. The number of people with common mental illness is expected to grow at about 1.4% year on year meaning that the unmet need gap will widen. Improving Access to Psychology (IAPT) services across the whole of Norfolk have waiting times and recovery rates below the national average and Norfolk is one of the highest areas in the county for GP prescribing of anti-depressants.

1,354 people with mental ill health are currently being funded by Norfolk County Council. 39% of these people are receiving some form of accommodation-based support with nearly 60% of people residing in residential or nursing home provision.

It is estimated that each year approximately 20 young people will transition into adult mental health services from children's services






Current services and spend

The current mental health system in Norfolk is characterised by a shortage of accommodation with support. The mental health social care workforce faces significant challenges with recruitment and retention issues with average staff turnover rates of c45% per annum. The quality of care at home providers that support people with mental ill-health is poor with only 65% of providers rated good or outstanding. Attracting home care providers into our local market with expertise in enabling and supporting people with mental health problems to recover and manage their conditions should be a priority. In addition, there needs to be more focus on training all home care staff to engage and work positively with people with common mental disorders.

Specialist training can be accessed via the European Social Fund (ESF) funded Developing Skills in Health and Social Care programme.

A summary of the service types commissioned for people with mental ill-health and the spend incurred during 2019-20 is detailed below.

Mental Health 18+ Services - Main Norfolk County Council Accredited Services

					
Service Type	1.NCC Spend on MH Commissioned Services 2019-20	2.Number of NCC Funded MH Service Users 2019-20	3.Number of NCC Accredited Locations Where Location is MH Registered Aug 2020	4.Number of NCC Accredited Places Where Location is MH Registered Aug 2020	5.% of These MH Locations (if CQC Registered and Inspected) Rated Good or Outstanding at 01/08/2020
Residential Care Home	£12,860,669	290	69	1,192	79.4%
Nursing Home	£1,323,706	36	13	392	69.2%
Housing with Care*	£2,272,794	211	9	338	88.9%
Supported Living *			43	263	100.0%
Shared Lives (Adult Fostering)			1		100.0%
Home Care	£1,045,729	359	60		64.9%
Day Services	£2,611,485	578	55		
Direct Payments	£847,471	140			

*The care types within supported housing accessed by this client group

Many homes are registered for both working age adults and adults over the age of 65 between the rate of accredited places and the number of NCC funded MH clients.

Traditionally Norfolk has had relatively high numbers of individuals of working age with mental ill-health.

The envisaged benefits for individuals and for health and social care in getting this right are that more people will be able to access the right service, at the right time enabling people to remain well and continue to live as independently as possible. The result being improved outcomes for them as individuals and the system as a whole.

In response to the COVID crisis the following key areas were prioritised during the first part of 2020/21:

- Provision of additional mental health residential care provision to support NSFT and social care to safely discharge people from psychiatric acute wards who are medically fit for discharge
- Linking regularly with our providers to understand where people are at most risk of neglect through disruption of face to face community support
- Highlighting innovative practice from our community providers in using digital and other methods to maintain contact with and continue to support people during lockdown. As lockdown restrictions have eased there has been a focus on understanding provider's plans to move towards face to face community support and reopening day services safely again

Market opportunities

The outline requirement over the next 3 years for people with serious mental illness is:

- Around 24 units of supported living including long term accommodation and support for people with severe enduring problems, step down schemes following crisis and dedicated provision for young people with enablement support
- Around 20 units of supported housing or other move on accommodation to which visiting support could be provided to enable effective pathways to independence
- To support the development of the housing approach commissioners are looking to establish a framework agreement to identify social care providers that are willing to work with us on this programme. There will also be a need for close collaboration between social care mental health commissioners, CCG commissioners, Norfolk and Suffolk Foundation Trust, district councils, developers and housing providers to deliver these schemes, and to build on current community support to make sure that there is both accessible preventative support and recovery focused care for people with serious mental illness
- to work with our employment support services to offer up work experience placements, apprenticeships or employment to people with lived experience

Working age adults: Learning Disabilities

Vision

That all people with a learning disability have the ambition, choice and opportunity to be equal members of the Norfolk community.

Population

It is estimated that there are 17,284 adults with a learning disability who are residents of Norfolk; 73% of these adults are aged between 18-64 years. Of these adults 3% have Downs Syndrome, 41% also have autistic spectrum disorder and 3% have complex behaviours.

The majority of people with a learning disability aged 18-64 are assessed as having a mild learning disability (77%); this increases to 87% for the over 65 age group. The number of people with a learning disability in older age groups is growing. People with a learning disability are living longer and are more likely to develop illnesses associated with old age. People with a learning disability are at far greater risk of developing dementia as they get older compared with the general population. There was a 6.9% increase in people with a learning disability aged over 65 between 2017 and 2020.

The Council currently funds 2,874 adults with a learning disability to access the services and support that they require – 726 of these adults receive a direct payment.






It was estimated that during 2020, 71 young people with a learning disability would transition from children's services into adult services.

Norfolk still has 36 adults in specialist hospital provision that we are wanting to discharge back into community based services in Norfolk. People tell us that they want to live as close as possible to their families. Where very specialist provision is required this might not always be possible, but this will be a guiding principle for the Council.

Current services

The table below details the current services and spend funded by Norfolk County Council for learning disability and autism.

Learning Disability and Autism 18+ Services - Main Norfolk County Council Accredited Services

					
Service Type	1.NCC Spend on LD Commissioned Services 2019-20	2.Number of NCC Funded LD Service Users 2019-20	3.Number of NCC Accredited Locations Where Location is LD Registered Aug 2020	4.Number of NCC Accredited Places Where Location is LD Registered Aug 2020	5.% of These LD Locations (if CQC Registered and Inspected) Rated Good or Outstanding at 01/08/2020
Residential Care Home	£47,772,777	803	117	1,171	77.9%
Nursing Home	£663,485	13	13	357	76.9%
Housing with Care*	£35,226,656	906	4	150	100.0%
Supported Living*			197	553	100.0%
Shared Lives (Adult Fostering)*			1		100.0%
Home Care			£989,034	665	51
Day Services	£16,010,024	1,694	87		
Direct Payments	£9,551,205	726			

*The care types within supported housing accessed by this client group

Because Mental Health and Learning Disabilities services can cater for older service users in these groups, some register with CQC for Older People to enable them to continue a person's service once they reach 65

As can be seen the vast majority of spend was on accommodation-based care during 2019/20 totaling £83.7m. Norfolk still has a high reliance on residential care for people with learning disabilities and autism with 47% of people in accommodation-based services being in residential and nursing home care.

Over a third of people are accessing day services and currently the majority of these people will access these services for the whole of their adult life.

Our Intentions for learning disability services

We will:

- be looking in more detail at the needs and aspirations of young people who have been receiving support through children's services as they become adults. We will work with the market to ensure that there is sufficient supply of the services that younger people need and prefer to access in the future
- continue to engage with people with learning disabilities and their families to shape future services
- ensure that the guiding principles and priorities articulated within the co-produced learning disability strategy will guide all future commissioning decisions
- review the services commissioned to ensure that they are delivering what people have told us that they want and offer good value
- be reviewing people's support needs against the level of support currently provided to ensure to ensure that they are accessing the right support at the right time. This might mean that a person's support may be increased or decreased dependent upon the outcome of the reviews or they may move to a new service that is better able to meet their needs
- work closely with people whose services or support might be changing to ensure that this is done well and that people still feel that that they are adequately supported and feel safe

- Work with developers and providers to develop new accommodation options that enable people's needs to be met in the least intensive and restrictive way
- Support people to live in Norfolk unless there is a good reason to live elsewhere. This includes consideration of people who are currently living outside of Norfolk
- Continue to review day service models ensuring that people with the potential to realise their goals for employment, further education, training or apprenticeships will be supported to do so
- Establish a supported living forum and a residential provider forum to work with providers to ensure that services evolve to deliver the type of care and support that people want to access
- roll out a county-wide programme of positive behavior support training for residential and supported living providers. There is an expectation that providers will engage in this programme and support their staff to develop the capabilities needed. It will become a contractual requirement in the future
- Work with providers to embed the Core Capabilities Framework for Supporting Autistic People and Core Capabilities Framework for Supporting People with a Learning Disability, within their services. These will soon become mandatory training for the health and care sectors

Market Opportunities:

We want to work with developers and providers:

- during 2021-22 to scope how we can implement individual service funds – to offer individuals more control over how they work with a provider to use their personal budget to meet the outcomes in their support plan
- to develop new accommodation based services that will support more people to be as independent as possible
- to review the existing supported living options to ensure that they meet the needs of people now and in the future
- to review the shared lives model to look at opportunities for providers to have more of a focus on enablement, supporting young people moving back to Norfolk from residential schools and to deliver respite support
- to explore opportunities for the development of crisis placements that are not in hospitals or in residential homes that people can access when their current accommodation is not meeting their needs
- to work with providers to review the existing day opportunities model to have more of a focus on supporting people to achieve their personal goals such as getting a job
- to work with our employment support services to offer up work experience placements, apprenticeships or employment to people with a learning disability

- **Working age adults: Autism:**

Vision

All autistic people, their parents/carers are accepted, understood and treated as equal members of the community. That there is greater awareness and understanding of autism by people that live and work in Norfolk. That this understanding will enable autistic people to have the same opportunities as everyone else to live a fulfilling and rewarding life and achieve their life's ambitions.

Population

Around 1.4% of the population in the UK are living with autism – that is around 700,000 people. For Norfolk this means that there are approximately 10,000 people with autism of which almost 8,000 are adults.

The National Autism Self Assessment in December 2018 identified that 587 autistic adults had been assessed and met the social care eligibility criteria. Of these 415 had autism and a learning disability while 70 had autism and were in receipt of treatment for mental ill-health.

Employment opportunities for people with autism are poor with only 3.12% of autistic people in employment.

Current services

Autism Anglia provide a day service in Dereham, and a majority of people access Asperger's East Anglia via a direct payment and Norfolk County Council offer the employment service available to autistic people.

It is not currently possible to identify the specific services supporting people with autism across Norfolk. Support packages are either set up by the mental health team or by the learning disability team and the only way to identify specific services and spend is to go through individual records. This is something that we will be working with teams to address for future editions of the market position statement. This work will enable us to get a better understanding of the support options available to people and to review whether they are delivering the outcomes that people want.

Impact of COVID

The Covid outbreak and the lockdown which accompanied it in the first half of 2020 all face to face assessments were stopped and the review of Autism Service Norfolk delayed. During Covid the priorities were to work with the provider to put in place an alternative approach to deliver a diagnostic service with pre and post support.

Intentions

- The Norfolk All Age Autism Strategy 2019-2024 'My Autism, Our Lives, Our Norfolk identifies several priorities, including those for improving adult social care, which we will take forward
- We will continue to support the work of the Norfolk Autism Partnership Board and various working groups to ensure that all of our strategies and commissioning action plans articulate the offer and approach for autistic people
- We will engage with autistic people and their families to shape future services. Ensure the principles and priorities articulated within the co-produced autism strategy and through the Norfolk Autism Partnership guides all future commissioning decisions

- We will identify the specific services supporting autistic people across Norfolk to scope commissioning intentions to ensure that they are delivering what people have told us that they want
- Review the approach to assessment the social care needs of autistic people in Norfolk, to ensure staff are appropriately trained and placed to assess and meet the needs of autistic people
- Continue the roll out of a county-wide autism training exercise for staff within NCC and across adult providers, to raise awareness of autism, enable providers to put in place reasonable adjustments for autistic people to access support and actively engage and participate. The coproduced autism training is in line with the Core Capabilities Framework for Supporting Autistic People, that is currently essential training for all of Norfolk County Council staff
- Review the gateway for adult autism diagnosis with pre and post diagnosis support. This will include the recommendations of the clinical review to improve waiting times, transition and the support provided to enhance the experiences of those on the diagnosis pathway
- Work with children and young people commissioners to develop integrated Neurodevelopmental disorders (NDD) pathways
- Understand the need and review capacity required to develop new housing based services for people with complex autism
- Develop specialist community services that reflect the needs of autistic people and support timely discharge and prevent admissions
- Work with developers and providers to develop accommodation options that enable autistic people's needs to be met in the least intensive and restrictive way
- Looking in detail at the needs of young people who receive support through children's services as they become adults and work with the market to ensure that there is sufficient supply of the services that younger people need and prefer to access in the future
- Work alongside the review of day service models to ensure that autistic people with the potential to realise their goals to live independently, employment, further education, training or apprenticeships will be supported to do so
- We will scope opportunities for the use of specialist autism apps such as Brain in Hand to help people to support themselves reducing the reliance on others including their family carers

Market Opportunities






- To work with developers and providers in the development of 3 new schemes to support complex needs, including short term accommodation to prevent hospital admission.
- We want to encourage providers who are skilled in autism to deliver services in Norfolk.
- We want to encourage providers to support the use of autism apps such as Brain in Hand with their clients helping to reduce anxiety and preventing the person moving to crisis.

Physical Disabilities

Current Services

The table below details the number of people funded by Norfolk County Council and the spend in 2019/20.

Physical Disabilities 18+ Services - Main Norfolk County Council Accredited Services

Service Type	 1.NCC Spend on PD Commissioned Services 2019-20	 2.Number of NCC Funded PD Service Users 2019-20	 3.Number of NCC Accredited Locations Where Location is PD Registered Aug 2020	 4.Number of NCC Accredited Places Where Location is PD Registered Aug 2020	 5.% of These PD Locations (if CQC Registered and Inspected) Rated Good or Outstanding at 01/08/2020
Residential Care Home	£5,870,915	146	70	1,340	79.7%
Nursing Home	£3,332,917	86	41	1,733	76.9%
Housing with Care*	£1,150,340	78	11	406	90.9%
Supported Living *			29	71	100.0%
Shared Lives (Adult Fostering) *			1		100.0%
Home Care	£6,296,754	1,309	80		64.9%
Day Services	£1,774,682	493	80		
Direct Payments	£8,919,607	805			

*The care types within supported housing accessed by this client group

In 2019/20 we developed and launched the in house Direct Payments Support Service. This new service has enhanced the support offer for people with disabilities who live in their own accommodation, employ their own carers and with help manage their own care needs.

The range of provision and choices for people with relatively complex physical disabilities however still remains limited in Norfolk. People with physical disabilities who have funded care needs (1,749) aged 18-64 are predominantly housed in the following ways:

- In private housing (parental home, private renting, social housing) with a permanent homecare service, direct payments for home care or day care support
- In permanent residential care with a limited number of providers
- In housing with care – many people are in their 50s and 60s
- In supported living schemes, but there are only 17 units and none in North or East Norfolk

One of the consequences is that Adult Social Care funds a number of relatively high cost packages in care homes.

At the time of the review of provision for people with physical disabilities in 2019/20, there were 199 adults with physical disabilities being supported in residential or nursing care homes. 77% were aged over 50 with many having been on their care packages for some time. The above table suggests that the number of people with physical disabilities in residential and nursing care may have increased in 2019-20.

This emphasises the importance of transforming the approach to supporting younger people with disabilities so that there are more feasible alternatives to a life in care. Some individuals are also placed out of the county and while this is often to be near family members, in some cases it is because of the lack of accessible suitable local provision.

Impact of COVID

The Covid outbreak and the lockdown which accompanied it in the first half of 2020 delayed processes to approve commissioning priorities for adults with physical disabilities. During Covid the priorities were to work with providers to ensure that people with physical disabilities continued to be adequately and safely supported and cared for.

This included provision of funding to providers and to individual carers for PPE. In one example of innovative practice a residential care home for people with physical disabilities agreed to support adults with other disabilities (mental health, learning difficulties) to help meet demand. As lockdown eased there has been an emphasis on working with providers towards the safe resumption of some services which were paused including day care for people with physical disabilities.

Commissioning Intentions

There has now been agreement that along with other commissioning areas for adults of working age, there will be development of housing based alternatives to residential care for people with complex physical disabilities.

The next step is to develop a programme of supported living with social work staff, district councils, care providers, housing developers, disabled people and their families.

The approach will include needs based assessment to project where alternate models of housing and care will be needed over the next 15 years and exploration of cost-effective models of paying for housing and care outside of residential settings.

The resulting provision will use housing and assistive technology to enable more adults with complex disabilities to live independently and well wherever they chose, remaining in control of their homes and care arrangements. It will create accessible homes, neighbourhoods and services which support people to live healthy, fulfilling lives involved with families, friends and contributing to communities.

Market Opportunities

We would like to work with providers to...

- develop supported living schemes in North and East Norfolk.
- develop accommodation options that support people with complex needs to be able to live more independently.

Home Care – All adults

Current services

Home care services are delivered by: 61 framework providers, eight providers funded under a block arrangement and various non framework legacy providers.

Total spend on home care services during 2019/20 was £36.8m; 77% of spend related to older people, 17% physical disabilities clients and c3% each for mental health and learning disability clients.

The map below identifies areas with the highest unmet need.



Recruiting and retaining the staff needed to address the current and expected future levels of unmet needs is a significant challenge. The home care market in Norfolk is characterised by:

- High annual staff turnover and vacancy rate
- High percentage of care workers/registered nurses approaching retirement age
- Large number of EU/outside EU workers employed – international recruitment and retention risks
- Gender imbalance: small numbers of male workers
- Lack of skilled workers to provide support for those with higher or challenging needs.

Commissioning intentions:

- To secure a responsive home care market that can meet the growing complexity of people's needs, supporting them to continue living in their own home
- To develop a clear commissioning offer that supports people with a dementia diagnosis at all stages of their life
- To develop a clear reablement offer that covers NFS and Home Care providers
- To Develop a clear approach to the use of direct payments and individual service funds

- To review the need for night sitting services and develop the commissioning response

Market Opportunities

We would like to work with home care providers on ...

- The development of home support blocks that secure necessary capacity and capability. This will include an improved dementia offer.
- The development of an appropriate outcomes based delivery model with a move away from time and task delivery.
- Scoping employment opportunities/apprenticeships for people with lived experience to become adult social care workers.

Older People:

Population

The population of Norfolk is older than that of the England average. We can therefore expect over the medium term significantly greater numbers of:






- People living alone with increasing risk of social isolation, loneliness and depression
- People with dementia, other long term conditions and with multiple and complex needs
- Unpaid carers, many of whom will be older people with their own care needs
- The Council is currently funding the care and support of 10,538 older people

Current Services:

For many older people their care needs are managed informally through support from family, friends and neighbours.

To support people to remain at home people may well access day services or be supported by home care services.

Older Peoples 65+ Services - Main Norfolk County Council Accredited Services

					
Service Type	1.NCC Spend on OP Commissioned Services 2019-20	2.Number of NCC Funded OP Service Users 2019-20	3.Number of NCC Accredited Locations Where Location is OP Registered Aug 2020	4.Number of NCC Accredited Places Where Location is OP Registered Aug 2020	5.% of These OP Locations (if CQC Registered and Inspected) Rated Good or Outstanding at 01/08/2020
Residential Care Home	£97,383,884	4,030	182	5,805	72.1%
Nursing Home	£15,873,015	671	52	2,577	72.5%
Housing with Care*	£11,278,234	674	17	698	94.1%
Supported Living*			29	91	100.0%
Shared Lives (Adult Fostering)			1		100.0%
Home Care	£28,439,519	5,399	86		67.5%
Day Services	£2,297,007	752	117		
Direct Payments	£5,872,149	589			

*The care type(s) within supported housing accessed by this client group

As can be seen in the above table the majority of support delivered to older people is via residential/nursing home provision and home care (around 91% at any one time) at a cost of c£142m per annum.

A review of services has found that by **2028** there will be an over provision of standard council funded older people residential provision of 254 places but an under provision of NCC funded older peoples, (though these figures require a review in light of the C19 pandemic):

- Enhanced permanent residential places 555
- Nursing enhanced permanent places 162
- Nursing standard permanent places 127
- CHC funded Nursing non complex places 104
- CHC funded Nursing complex places 41

- CHC funded residential permanent 16

There is also assessed under provision in the self funder market of:

- Self/other funded older people residential 1,053
- Self/other funded older people nursing 147

There are 490 beds being planned or under development.

The map on the left details the location of current residential and nursing homes. This map illustrates that:

- There is a deficit of provision in North and West Norfolk
- That there are shortages of enhanced residential and standard and enhanced nursing care home places in most geographical areas of Norfolk for Council funded people

Provider Location and Care Home Type

Provider Type ● Nursing Home ● Residential Care Home

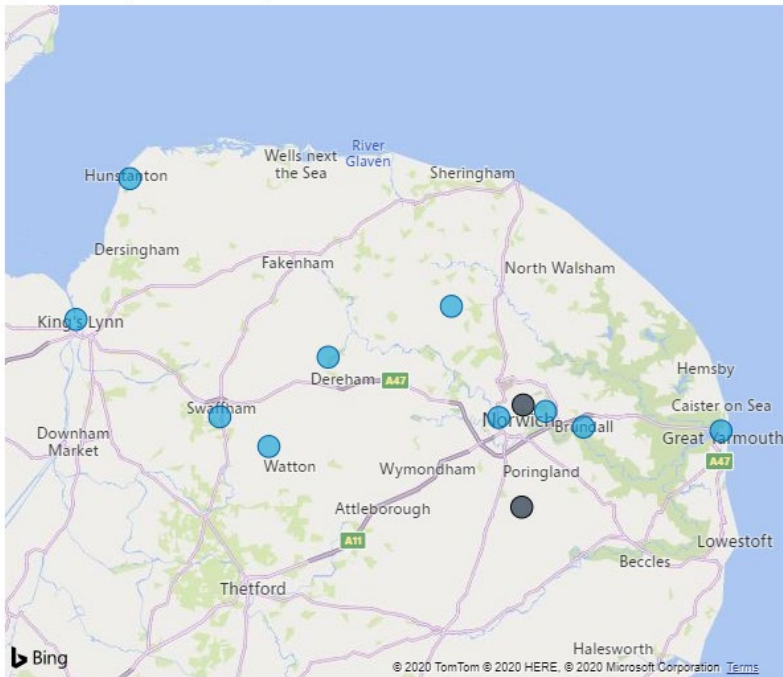


The map on the left details the location of current residential and nursing homes. This map illustrates that:

- There is a deficit of provision in North and West Norfolk
- That there are shortages of enhanced residential and standard and enhanced nursing care home places in most geographical areas of Norfolk for Council funded people

Proposed Older People's Care Home Developments

Type of Development ● Nursing Home ● Residential Home



The map on the left details proposed older people's care home developments.

As can be seen there are plans for 2 nursing and 10 residential homes but none of them are planned to be built in the areas where there is the least provision currently.

Norfolk is also home to 698 units of existing housing with care which continue to provide a care and housing option for older people in the community. These continue to provide an option for older people whose care needs are increasing but who do not want to move into a care home.

Norfolk County Council has ambitions to facilitate the development of more independent living (also called extra care housing) in Norfolk. It has set aside £30m in capital to support affordable rent in new developments. Modern independent living is a way to ensure older people with increasing care and support needs are able to continue living in their own homes, with the added benefits of being part of a community with onsite care to support people with planned and unplanned care needs. By 2028 it is estimated that there is an unmet need for an additional 2,842 units of independent living across Norfolk with 1,135 being affordable rent.

The expectation is for modern, spacious schemes which embody new technologies and ensure that a range of facilities are onsite, some of which are shared with the wider local community. Schemes have a flexible model of care, ensuring that people with lower care needs can benefit from being part of a community with onsite care providers to support with any planned or unplanned care needs. For more details on the programme, please see www.norfolk.gov.uk/independentliving

Impact of covid on the residential and nursing home market:

Covid 19 has changed the care market. Whilst care homes in Norfolk were not impacted by Covid 19 to the same level seen elsewhere in the UK the indications are that in future fewer people will move in to care homes than was the case pre Covid-19.

In Norfolk, by the end of July 2020 35% of care homes (121) had reported an outbreak of Covid 19 and there were 153 deaths from Covid 19, or suspected Covid 19. This accounted for 15.6% of the total deaths in care homes, which was lower the national average of 25.8%. Whilst across the

region care home occupancy reduced from 90% to around 80%, in Norfolk occupancy was sustained at 90%.

Norfolk County Council is keen to support the stability of care homes while considering the long-term future of the wider care market. In May we developed a Covid 19 [Care Home Support Plan](#) with three over-arching aims:

- To provide a swift and effective response to outbreaks, minimising their impact
- To prevent the spread of COVID-19 in the care sector through best practice infection control and health protection practice
- To provide a framework of support which ensures the care sector in Norfolk is sustainable into the future

The support plan is part of the £600m national fund committed to supporting care homes. In Norfolk, the allocation of this funding is £12.39m based on 9650 beds covering all specialisms and respite beds.

We continue to support care homes with infection control, testing, financial support and advice and guidance.

Commissioning intentions:

Residential and nursing homes:

In February 2020 we launched our [Older People's Care Homes Dashboard](#), an online tool enabling care providers, Brokerage, commissioners, social care management, Health partners and practitioners to see an up to date picture of the older people's care market in Norfolk. This will support commissioning, placement and care home market expansion decisions. This will be revised in light of Covid 19 and changes in the care market.

Our commissioning intentions for residential care beds include:

- Rolling out the new service specification for care homes which we developed earlier in 2020 following work with care providers. This was put on hold due to the Covid 19 pandemic and we will now look at how we can put the new service specification in place
- Reducing the number of standard care beds that we commission. Increasingly people with standard care needs can now be supported at home or in Independent Living schemes (Extra Care/Housing with Care) as a result of our investment in care options that promote independence
- Working with providers to increase the number of enhanced care beds (as per the Council's description of need) in the care market. As people live longer, care needs are becoming more complex and Norfolk will need more enhanced care bed provision
- Working with providers to develop a Temporary Care Bed offer that will support short term placements for hospital discharge, emergency respite and planned respite
- Continuing to support the vibrancy and stability of the care market to ensure that we have a sustainable supply of good quality residential and nursing care
- Strengthening our work with health to ensure we have a shared understanding of need and can commission the appropriate services to support needs, especially for nursing care. Promote partnership working between the care sector and health to improve the quality of health care provided to residents in our care homes
- We are committed to strengthening the voice of residents in our care homes in influencing and shaping our work. We have recently commissioned a survey by HealthWatch to understand

the impact of Covid 19 on residents, families and staff which will help to identify ways to improve communication and resilience/ recovery going forward

- To ensure medium to long term sustainability of the care sector, the intention is to establish a joint strategic care homes oversight group which will provide overall leadership and governance for the health and social care system. This group will report into the Norfolk Health and Wellbeing Board

Day services:

- Development of older people's day services so that there is a clear and sustainable offer that continues to deliver services to people (reflecting covid requirements)

Carers services:

- Development and implementation of the Carers Social Impact Bond, securing social investment to improve services and support for carers

Business Partnerships:

This team has a priority to ensure that the companies closely aligned to Norfolk County Council (Norse Care, Norfolk First Response and Independence Matters) are reviewed to meet strategic need and to ensure that services that they deliver are treated no differently than those commissioned from the independent and VCSE sectors. The Council's services will be required to deliver the same level of quality of service at the most affordable price.

Market opportunities

The Council...

- will be developing a sourcing approach with the aim of encouraging developments in the enhanced residential and nursing care market
- will be developing and implementing a clear strategy and approach for temporary beds (short term, respite and reablement), including sustainable funding solutions
- wants to make significant progress towards the ambition of 2,842 units of extra care in Norfolk by 2028
- wants to work with providers of housing with care schemes to reduce void levels and develop longer term service models
- will continue to work in partnership with Carers Matter Norfolk to monitor and review the impact of services supporting un-paid carers to improve their health, wellbeing and their experiences of caring

Enablers

Norfolk Care Association

Norfolk Care Association (NorCA) is the voice of social care providers across Norfolk and Waveney. Membership is open to any provider operating in the Norfolk and Waveney area.

The vision and objectives of Norfolk Care Association are:

Vision

To be a vital and trusted, strategic partner, drawing on robust and rich evidence and working collaboratively to sustain and support the social care sector.

Objectives

- To maximise engagement with the social care sector
- To have strong and effective partnerships with health, commissioners and other stakeholders
- To represent adult social care providers at all strategic meetings
- To collect and maintain up to date market intelligence
- To be a well-led, high quality and trusted organisation

Brokerage

The Brokerage Service is an essential part of the core assessment and care management processes in Adult Social Care. It is responsible for provisioning packages of care based on requirements provided by the social workers and hospitals.

Generally, the work within the team is split between residential and non-residential care, and by Sourcing and Contracting specialisms. The Service manages nearly 50,000 sourcing requests p.a. and handles in excess of 80,000 inbound and outbound calls each year.

The service supports emergency situations and actively identifies packages of care for hospital discharges and night sits. The service uses an extensive range of providers to identify available care, enabling a high quality solution in a timely manner to people, be it a long term or short term solution.

The service continues to build on its technology solutions to ensure the service improves for the Council, its providers and ultimately it's people. Having launched Bedtracker in 2018 to identify residential bed availability throughout the county, Brokerage have developed an electronic eBrokerage solution which enables new packages of care to be advertised to our extensive network of providers. The eBrokerage solution helps us identify all providers that can deliver the service, which will enable more choice, greater value for money, and higher quality. An availability tracker has also been built within this system to further enhance identification of availability and reduce unmet needs across the county. The eBrokerage solution was launched for residential care in 2019. The Covid 19 pandemic resulted in the Brokerage process being re-engineered to ensure an immediate response to hospital requests. This resulted in the suspension of eBrokerage, using instead, the all-encompassing information collected through the availability tracker and National Tracker.

Quality Assurance Service

The Care Act requires councils to promote the effective and efficient operation of its care market in which there is a choice of good quality services.

In January 2020, Norfolk County Council and Norfolk & Waveney Clinical Commissioning Group merged care provider quality teams of the two agencies to form an Integrated Quality Service. Working with care providers and key partners, the Service assures and actively promotes quality improvement in the care market.

The Integrated Quality Service conducts a proactive schedule of routine comprehensive audits across care services using the Provider Assurance and Market Management Solution (PAMMS). PAMMS audits result in a published report and where issues are identified an agreed Action Plan is developed. Alongside PAMMS, Quality Monitoring Visits focus on measuring progress against Action Plans and providing or signposting relevant information and advice.

Risk-based prioritisation of activity is informed by intelligence from people who use services, the Council's Safeguarding Team, complaints and concerns received and engagement with the Care Quality Commission (CQC).

During the Covid-19 pandemic, the Integrated Quality Service has been heavily engaged as part of the Outbreak Management Team (a multi-disciplinary function responding to Covid-19 situations and outbreaks in care homes). Since March 2020, the Service has provided a seven day a week response to provider notifications of any concern arising from or related to the virus. Between April and September 2020, the Service also managed the distribution of Personal Protective Equipment (PPE) across the County.

The Council acknowledged that it did not have sufficient Quality Monitoring Officers to deliver an effective monitoring and support offer to providers and have invested in additional posts to support this function.

The Service comprises 12 Quality Monitoring Officers, four Quality Improvements Nurses, a Senior Quality Monitoring Officer and a Head of Service (which is a joint-funded integrated post) Further information about provider quality can be found in Appendix 1 – Challenges in the Care Market

Enhanced Health and Wellbeing in Care

The EHCH (Enhanced Health in Care Homes) framework has been in place for over three years and is a national model. It enables joined up social, primary, community, and secondary care and provides an opportunity to implement a shared strategic and operational approach. There is a national commitment to increase support to care homes through EHCH and an expectation that all elements of the framework will be implemented by STP footprints.

EHCH is also one of the elements of The High Impact Change Model, a mandatory requirement of the Better Care Fund and is therefore a shared priority across health and care.

One of the aims of this service is to develop a longer-term strategy for wrap-around care in residential settings and in time with home care providers. To have a focus on the increased demand for enhanced level care and the associated health and wellbeing needs within care homes and care at home leading to the development of the market to support more complex care.

Integrated Community Equipment Service (ICES)

Through Promoting Independence, the Council is committed to a 'home first' ethos, supporting people to maintain their independence for as long as possible, with equipment being a key enabler of this.

Norfolk's Integrated Community Equipment Service (ICES) is a Health and social care partnership which is based in Norwich but covers all of Norfolk & Waveney. Equipment is provided by an externally contracted rehabilitation equipment company.

The equipment provided by ICES helps to prevent, reduce or delay conditions worsening and encourages people to be independent for longer by, for example, avoiding pressure ulcers, preventing falls, aiding mobility and balance, and supporting end of life care, thereby providing a person with community equipment to enable discharge home from hospital or to another care setting such as a care home. A key priority for those involved in ICES is to continue the work to maximise the use of equipment to reduce the need from two carers, to one for an individual.

The cost of delivering the service is now over **£9 million** an increase of around £1.5 million from the previous year.

- ICES now helps over **37,000** people of all ages annually
- **81%** of people using the service are 65 or above, **52%** of service users being over 80 years old
- Over **500,000** items of equipment are currently in the community, an increase of around **50,000** over the last 12 months

Assistive Technology

Assistive Technology Part of the Council's Promoting Independence programme is the roll-out of a new social work model Living Well, incorporating the '3 Conversations'. Increasing the use of technology, including assistive technology (AT), is seen as a key enabler of this approach.

The vision is that:

- AT 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
- AT 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 AT and use it widely to mitigate the need for and support formal care services
- Providers embrace technology to help people stay independent in all types of settings

Our commitment to the market

- We will regularly update our market position statement and we welcome your suggestions and comments to help inform this
- We plan to establish a Market Position Statement Editorial Board which will meet quarterly to review the document and update it. Through NorCA we will highlight any changes especially those relating to market opportunities and the support offered to providers
- We are keen to explore new ideas with you about how we can stimulate the market
- We are keen to look at opportunities for more innovative approaches to meet needs in a more timely, more effective way that helps deliver improved value for every £1 spent
- We will hold regular forums with providers to share information and exchange knowledge and ideas

Norfolk Needs You

You are the experts in your fields, you will almost certainly have ideas about how we could all do things differently that would deliver improved outcomes not just for clients but also for the health and social care system.

If you would like to discuss how we can work with you as an existing or new care provider please get in touch.