

**NORTH YORKSHIRE COUNTY COUNCIL**

**Care and Independence Overview and Scrutiny Committee**

**27 September 2018**

**Work Programme 2019**

**1.0 Purpose of Report**

- 1.1 The Committee has agreed the attached work programme (Appendix 1).
- 1.2 The report gives Members the opportunity to be updated on work programme items and review the shape of the work ahead.

**2.0 Background**

- 2.1 The scope of this Committee is defined as: 'The needs of vulnerable adults and older people and people whose independence needs to be supported by intervention from the public or voluntary sector.'

**3.0 Market Shaping Responsibilities**

- 3.1 Under the Care Act, the county council has a duty to encourage quality, choice and sufficiency in provision of the local social care market. In November 2017, as part of the authority's duty to promote the efficient and effective operation of the market for adult care and support as a whole, HAS commissioned a feasibility study to in relation to the provision of nursing care, residential and/or dual registered residential and nursing care.
- 3.2 The Committee has long expressed its desire to be advised how NYCC might use a range of approaches to encourage and shape the social care market, so that it meets the needs of all people in our area who need care and support, whether arranged or funded by the state, by the individual, or in other ways. The study was seen by members as a way of better understanding this.
- 3.3 As the slides describe, the Council's Commercial Team are currently considering options for implementation and are refining business models for approval. As the market continues to change, updated information is continually updated to populate the tools developed by Mazars to inform the business models being considered.
- 3.4 In the meantime there have been some new independent nursing and extra care housing developments opened within the county. Capacity within the nursing market remains limited the county. This, together with increased pressure

within the domiciliary care market across the county, has demonstrated that the care market remains fragile.

3.5 Also, since the feasibility study was undertaken, HAS has introduced the Quality Improvement Team which works with providers at risk of existing the market to secure quality improvements.

3.6 Group Spokesperson asked that the slides (attached) be made available to you in order that committee could decide what further work it wishes to undertake in this area.

#### **4.0 Recommendations**

4.1 The Committee is recommended to consider the attached work programme and determine whether any further amendments should be made at this stage.

**DANIEL HARRY**

**SCRUTINY TEAM LEADER**

County Hall,

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27 March 2019

# Introduction

- To explain the content of the report in the context of the directorate is using the findings of the report to help it meet its wider market shaping and oversight obligations

## Committee's Interest

- The Committee has long expressed its desire to be advised how NYCC might use a range of approaches to encourage and shape the social care market, so that it meets the needs of all people in our area who need care and support, whether arranged or funded by the state, by the individual, or in other ways.

# Aim of Presentation

- Outline our market shaping responsibilities
- Overview of the social care market
- Background to the commission of the Mazars report
- Market Influencing
- Current position and next steps

# Our market shaping responsibilities

Within the Care Act we are required to:

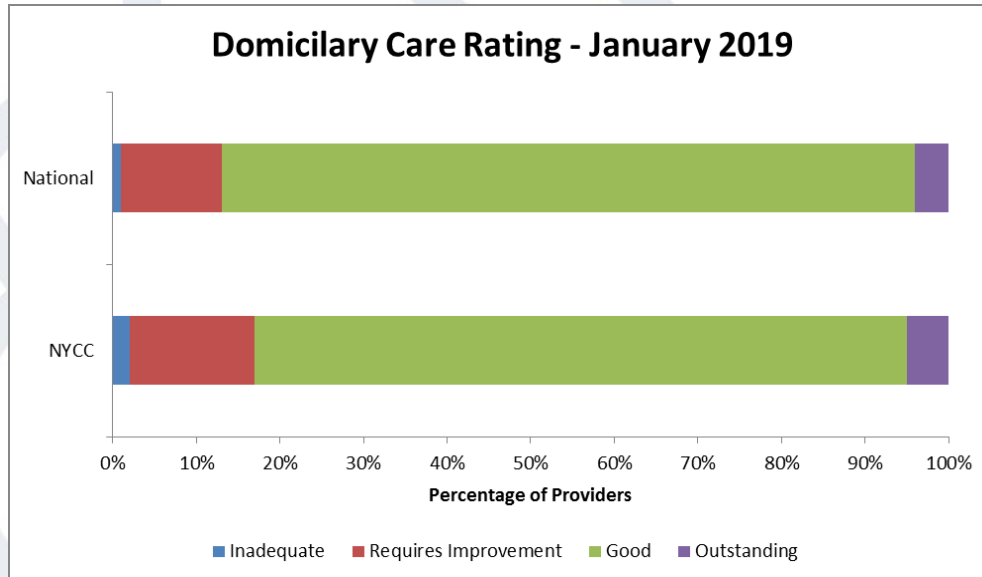
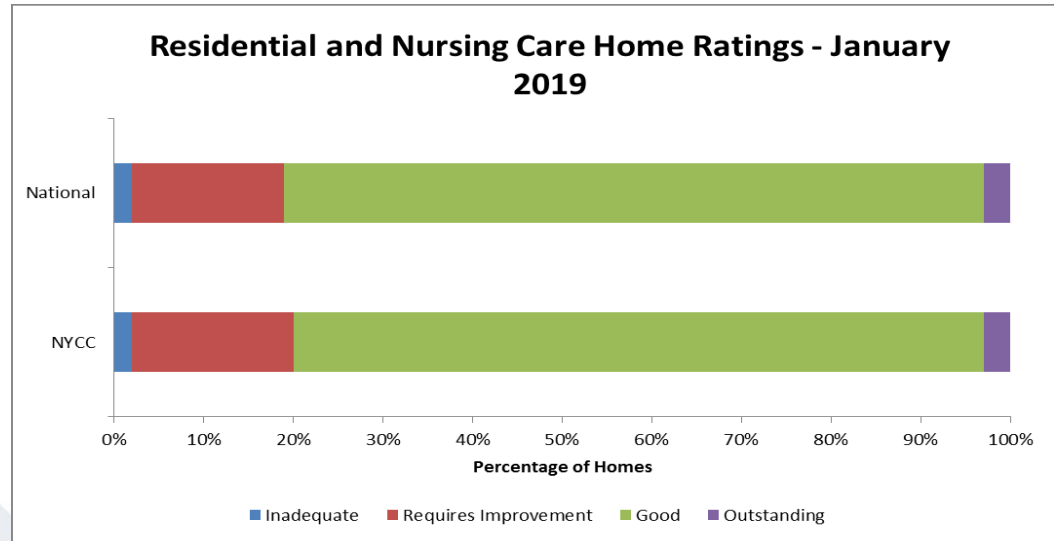
- Focus on outcomes and wellbeing
- Understand market and facilitate development
- Have strategies that assess and meet local need
- Promote quality services, including through workforce development, remuneration and appropriately resourced care and support
- Support sustainability
- Ensure choice
- Co-production with partners and stronger voice of users and carers
- Provide people with meaningful choice regardless of who pays for it – covers whole market

# Overview of the social care market

## Residential and nursing care

- Approximately 6000 care and nursing home beds across the county
- NYCC directly operates 13 care homes (408 beds)
- Nursing home occupancy has increased from 95.4% to 97.3% since 2016/17, available beds have reduced by 13.2%
- Overall available beds have been consistently at saturation point over the last 2 years, averaging above 95% in 5 of the last 8 quarters. Over the same period the number of available beds has reduced by 7.5%
- Selby is the only locality showing an improvement in average occupancy levels, down from 95% to 92% overall. Average nursing occupancy in Selby has been above 95% in 5 of the last 8 quarters

# Overview of the social care market - Quality



# Background to the commission of the Mazars report

- Cost
- Capacity vs choice
- Quality of provision and CQC action
- Workforce pressures
- Estate/premises
- Shortage of nurses
- Deregistration of homes
- Needed robust evidence base



# Findings of the Mazars report

## Options appraisal:

### New nursing home/s

- Partner builds, NYCC owns and operates on NYCC land
- Partner builds, independent sector operates on council owned site.\*
- Partner/s build, own and operate, NYCC make capital contribution to development costs
- Nursing home “Plus”, as \* above including short-stay facilities for rehab/respice

### Additional Extra Care

- Partners build and operate under long term lease on NYCC site. NYCC make capital contribution to development cost#
- Partner/s build, own and operate. NYCC make capital contribution to development cost
- Extra care “plus”, as # above including short-stay facilities for rehab/respice

### Expansion of existing facility

- Care home expansion by existing provider, NYCC make capital contribution to development costs
- Extra care expansion by existing operator, NYCC make capital contribution to development costs

### Findings were based on:

- Demand and capacity data
- Population projections
- Stakeholder workshops
- Analysis of changes in local infrastructure, for example closure of community hospital beds

# Market influencing

- Each option for consideration includes rationale and risks
- Range of tools developed for ongoing use by NYCC to populate with specific information to support the development of business cases
- Nursing and Extra Care plus were recommended as the most viable options overall however these are generic recommendations
- A range of delivery models are available and can be explored further

# Current position and next steps

- Best programme – NYCC Commercial Team developing options
- Updating tools developed by Mazars as market changes
- Independent sector developments progressing in some localities
- Continued fragility in the market, continued to be impacted by changes in retail and hospitality sectors
- Introduction of Quality Improvement Team
- Business Continuity Planning for Market Failure and impact of BREXIT on social care workforce

## Care and Independence Overview and Scrutiny Committee

### Scope

The needs of vulnerable adults and older people and people whose independence needs to be supported by intervention from the public or voluntary sector

### Meeting Details

|                 |                                    |
|-----------------|------------------------------------|
| Committee Dates | Thursday 4 April 2019 at 10.am     |
|                 | Thursday 27 June 2019 at 10am      |
|                 | Thursday 26 September 2019 at 10am |
|                 | Thursday 28 November 2019 at 10am  |
|                 | Thursday 5 March 2019 at 10am      |

### Programme

|   |   |   |  |
|---|---|---|--|
| <b>BUSINESS FOR THURSDAY 4 April 2018</b>   |   |   |  |
| Respite                                     | An understanding of the different types of respite provision and their purpose<br>How NYCC supports carers.                                 | In particular, how the authority is responding to the pressure upon families. |  |
| User Participation and Co-design            | Report back from members and next steps   |   |  |
| <b>BUSINESS FOR THURSDAY 27 June 2019</b>   |   |   |  |
| Advocacy - meeting Providers                |   |   |  |
| Assistive Technology and Independent Living | How NYCC uses Assistive Technology  | Understanding and evaluation  |  |
| Direct Payments                             | Take up of Direct payments as a part of personal budgets. How NYCC is ensuring that Direct Payments enable more choice and control over the | Update on Directorate performance   |  |

|   |   |  |                             |
|---|---|--|-----------------------------|
|   | support people receive and how their social care needs are met.                   |  |                             |
| Client Contributions – decision?                  |   |  | Anton Hodge                 |
| Harrogate Integrated Working                      |   |  |                             |
| Health and Social Care Integration                | Task Group Report - Final   |  | Ray Busby                   |
| NHS Long term Review                              |   |  |                             |
| <b>BUSINESS FOR THURSDAY 26 September 2019</b>    |   |  |                             |
| Annual Safeguarding Board Report                  |   |  | Sheila Hall and Sue Proctor |
| Prevent Reduce Delay                              | Update on current activity particularly in relation to Strength Based Assessments |  |                             |
| <b>BUSINESS FOR THURSDAY 28 November 2019</b>     |   |  |                             |
| DPH Annual Report                                 |   |  |                             |
| Local Account                                     |   |  |                             |
| <b>BUSINESS FOR THURSDAY 5 March 2020</b>         |   |  |                             |
| Wellbeing, Prevention and mental health contracts | Dialogue/conversation with providers  |  |                             |

Mid Cycle Briefings Dates – all at 10am

2 May 2019 – to be changed

25 July 2019

31 October 2019

13 February 2020

Items that have been requested

Learning disabilities in house provision

Possible item on supported Employment

Providers Substance Misuse

Providers Yorsexualhelath