

Developing New Care Homes, Delivering Affordable Capacity and Quality



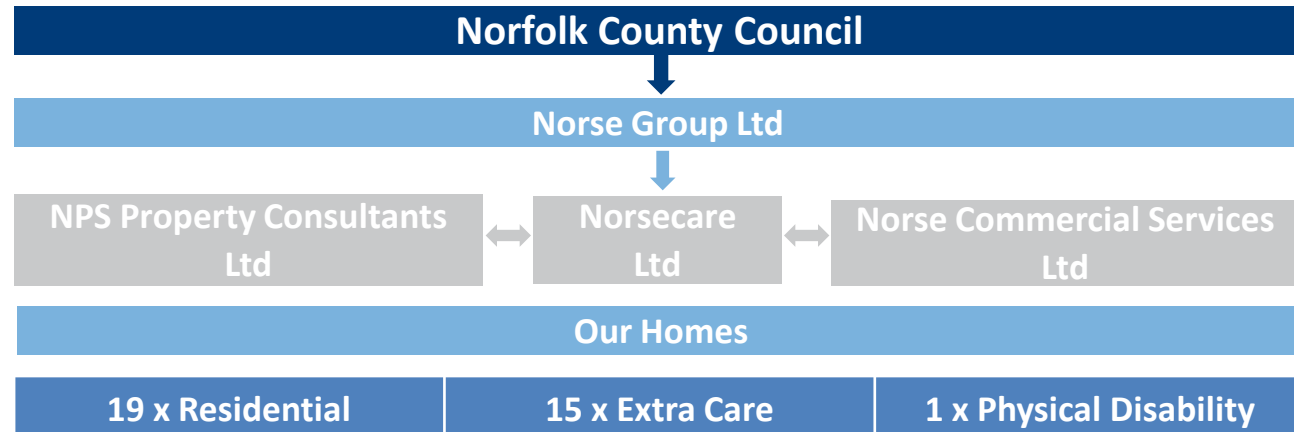
Karen Knight, Managing Director
NorseCare

NorseCare Ltd



- Established, April 2011 as a wholly owned subsidiary of Norfolk County Council
- The Company took over 14 Housing with Care facilities and 26 Residential care schemes, for 1,400 residents and tenants
- TUPE transfer of 1,700 staff on Local Authority Terms & Conditions
- Block contract with NCC based on a 15 year transformation programme
- Established business model for efficiency

The Norse Group



£250M TURNOVER

6 Years on



- Provides specialist residential care, delivered in a more efficient and responsive way
- Public sector business developed, with increased income of £3m
- Eight County Council homes replaced with state of the art dementia homes – future proof homes at affordable rates
- Increase in Quality
- CQC compliance rate of over 90% compared with UK average of 69% (2016/2017)
- National Awards

Commercialisation of residential care

- Significant reduction in operation cost of the service and improvement in quality
- Financial controls
- Changing values and culture
- Training and investment
- Drive to enhance profitability
- £6.5m rebate back to the Shareholders, Norfolk County Council
- £20m Capital raised for expansion

Reputation and Brand



- No compromise of quality
- Putting our residents at the heart of the business
- Clear about our values
- Valuing carers and managers
- Training and career pathways
- Building a reputable brand
- Marketing

Lydia Eva Court, Gorleston

- An 89 bed specialist dementia home on the East coast of Norfolk
- Overall Project cost of £9m
- All professional services provided by NPS Group
- Replaced 3 Care Homes previously owned by the Local Authority
- “Future” proofed dementia care capacity for this region
- Moderating the care market
- A dementia home creating an inspirational environment to support our residents with dementia



Lydia Eva Court, Gorleston



Bowthorpe Care Village, Norwich



Bowthorpe Care Village, Norwich

- 92 affordable Extra Care Housing apartments
- 80 bed dementia home
- Partnership project between:
 - NorseCare
 - Homes and Communities Agency
 - Norwich City Council
 - Norfolk County Council
 - Saffron Housing Association



- Four Older Care Homes replaced by the Care Village
- Two of the homes converted to private provision providing extra rebate for Norfolk County Council

Bowthorpe Care Village, Norwich



The Jaws of Doom: Challenges for Providing Quality Residential Support



- Significant decrease in public sector funding
- Significant increase in number of people living longer
- Increase in people's frailty, dependency level and needing dementia support
- Providers exiting the market (short fall of 6000 places)
- Short fall of 500,000 social care jobs by 2030
- Vulnerable market place for Local Authority placements
- Private sector market continuity

Escaping the Jaws of Doom: Future Proofing Residential Care



Opportunities for local Authorities:

- Land – Buildings – Development opportunities
- Access to competitive capital
- One public estate – partnership network to utilise in developments
- Opportunity to sell to a profitable private market
- Generate a revenue profit to protect frontline services
- Capacity and quality control for an ailing care market
- Utilise local authority brand
- Retaining the profit from the private sector care market

Delivery Models



- Arms length trading company
- Social enterprise
- Joint venture
- Commercial partnership

NorseCare Can Help



- Our care philosophy is proven and can be successfully applied even in challenging industry conditions
- We have demonstrated that we are able to transform services and build up a commercial business whilst actually improving the quality of care provided, our CQC record is exceptional
- Excellent feedback from existing customers and their relatives
- We have developed a strong and growing private sector business, both in our sector leading new builds but also in our existing estate where we have an additional 100 private rooms
- We have a proven track record of working in partnerships, transformation and raising capital
- Our commercial success can generate very real tangible benefits for our JV partners via rebates and profit share



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