

10 October 2018		ITEM: 12 (Decision 110483)
Cabinet		
Market Development Strategy – Commissioning a Diverse Market for Adult Social Care		
Wards and communities affected: All	Key Decision: Key	
Report of: Councillor Sue Little – Cabinet member for Adult Social Care		
Accountable Assistant Director: Les Billingham – Assistant Director for Adult Social Care and Community Development		
Accountable Director: Roger Harris – Corporate Director Adults, Housing and Health		
This report is Public		

Executive Summary

It is a requirement that Adult Social Care publishes a Market Development Statement (MDS). The document sets out how we see the social care market developing over the coming years.

The document sets out current and predicted need, the strategic context we are operating in, what we spend, changing trends and implications for providers.

We use this document as a basis of discussion with current and potential providers to ensure that the market changes to meet our vision of where we want to be, which is a more place based locally delivered service response.

1. Recommendation:

1.1 That Cabinet agrees the Adult Social Care Market Development Strategy.

2. Introduction and Background

2.1 The MDS describes the current and potential future demand and supply for adult social care services and outlines the model of care the Council wishes to secure for the population in the future.

2.2 It also details what in the market needs to be encouraged and what does not. This includes size and shape of the market, funding and resources and what needs to change and how the Council will purchase in the future.

- 2.3 Equally, the MDS makes current and potential providers think about their future plans and investment e.g. what service they may want to set up and whether they should disinvest in a certain model. The key recommendations are that Providers give a focus to:
- A focus on strengths not on need – reducing dependency;
 - Empowering individuals to take control
 - Targeting interventions so that they prevent crisis;
 - The importance of outcomes as opposed to process;
 - The need to reduce duplication, bureaucracy and process to ensure that the majority of resource is focused on providing support;
 - The importance of technology to enable improved outcomes; and
 - The importance of a solution and outcome focus and not of a service and prescriptive model.
- 2.4 The MDS also ensures that providers are aware of major changes such as the piloting of Wellbeing Teams, the introduction of place based social work teams and place based commissioning.
- 2.5 The MDS aims to be a 'living document' and work is already underway to commence delivering against the commissioning intentions contained within. Thurrock Council will be developing a range of smaller subject specific products (Market Position Statements – MPS) that aim to address some of the current shortfall of service provision locally but also changes the way that the council plans to commission services in order that they are more cost effective and sustainable.

Thurrock Council will be developing MPS's which will detail the commissioning and procurement approach to be taken to change the market. There will be a suite of these products that sit under the Market Development Strategy (in effect they will be the delivery plans of the MDS).

The four plans will be;

- Mental Health MPS – To be published 2019
- Supported Housing and Accommodation Based MPS - 2019
- Carers – To be published 2019
- Home Care and Community Based Services – 2020

The timing of these documents reflect other work currently being undertaken e.g. the Carers MPS will be developed after the Carers Strategy is finalised. In addition to these documents we will also be publishing an Adult Social Care Workforce Strategy.

3. Issues, Options and Analysis of Options

- 3.1 The Care Market Development Strategy reflects the changing role of a local authority from that of a provider of services to the shaper of care markets. The statutory guidance regarding the Care Act advised that one of the ways to meet the responsibilities of this new role was to publish a Market Position Strategy containing both Market Intelligence data (supply and demand) and the approach to Market Intervention (Commissioners actions).

4. Reasons for Recommendation

- 4.1 It is a requirement under the Care Act 2014 that Adult Social Care develop a Market Development Strategy.

5. Consultation (including Overview and Scrutiny, if applicable)

- 5.1 Prior to the development of the Market Development Strategy we engaged with the following groups;

- Thurrock Older People's Parliament
- Thurrock Emotional Wellbeing Forum for Individuals, Family Members and Carers
- Thurrock Disability Partnership Board
- Thurrock Autism Action Group
- Direct Payment Engagement Group

and sought answers to the following questions;

1. What care and support services do you want in the future?
2. What do you think works well?
3. What care and support service should be improved and how?
4. What should we stop doing?
5. What should we start doing (are there any gaps in service)?

We also consulted with existing providers via email to ask 'what information you would like the document to include and/or what issues you would like the document to address'.

The responses from people who use services and providers of services are key components in the development of this strategy.

The MDS also went to Health and Well-being Overview and Scrutiny Committee on 6 September and was supported by members.

6. Impact on corporate policies, priorities, performance and community impact

- 6.1 This should have a positive impact on the corporate priority 'People' – specifically 'high quality, consistent and accessible public services which are right first time' by creating a diverse market offer and ensuring choice and control for service users.

7. Implications

7.1 Financial

Implications verified by: **Jo Freeman**
Management Accountant Social Care & Commissioning

The MDS is intended to ensure that the market changes to meet Adult Social Care's vision for the future. There are potential financial implications which will not be known until the various work streams begin and progress through their respective pilot periods and their success can be meaningfully measured. This will be monitored through ongoing close working between Corporate Finance and the Directorate. There is a degree of uncertainty regarding future funding levels for Adult Social Care, therefore any financial pressures or potential for savings we identify as a result of this will be built into the Medium Term Financial Forecast. Further reports focused in individual projects will need to be presented to the Health & Wellbeing Overview & Scrutiny Committee and Cabinet in due course.

7.2 Legal

Implications verified by: **Sarah Okafor**
Barrister (Consultant)

The Care Act 2014 underpins and makes provisions for the development of the care services market in adult social care. Under the legislation, local authorities, the Department of Health and the Care Quality Commission have market related responsibilities. Section 5 sets out the duties upon Thurrock Council to facilitate a diverse, sustainable and high quality market for their whole local population. This includes for people who pay for their own care and support. Therefore, a strategy that promotes an efficient and effective operation of care and support services as a whole market is required.

Further, sections 48 to 56 of the Act, places duties upon the key regulator and local authorities to ensure no one goes without care if their providers business fails. The CQC is required to maintain oversight and local authorities are under a duty to ensure continuity of care when business failure leads to service cessation. Accordingly, the proposed Market Development Strategy is consistent with the above legal obligations and responsibilities to the local population.

On behalf of the Director of Law for Thurrock Council, I have read the full report and the accompanying attachment, and there appears to be no external legal implications arising from the proposed strategy, which is consistent with the legal framework and the associated Guidance.

7.3 **Diversity and Equality**

Implications verified by: **Roxanne Scanlon**
**Community Engagement and Project
Monitoring Officer**

There are no adverse diversity and equality implications contained in this report, however any future actions taken could potentially impact on the local community/providers including the voluntary and community sector. Any significant change in provision requires a separate Communities and Equality Impact Assessment prior to implementation to assess the impact of decisions on protected characteristics and the local community.

7.4 **Other implications** (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

None

8. **Background papers used in preparing the report** (including their location on the Council's website or identification whether any are exempt or protected by copyright):

- N/A

9. **Appendices to the report**

- Appendix 1 - Market Development Strategy 2018 - 2023

Report Author:

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Commissioning Officer
Adult Social Care