



Executive
17 February 2014

**Report from the Strategic Director of
Adult Social Services**

Wards affected: ALL

**Adult Social Care - Market Position Statement 2014
'Care and Support Closer to home'**

1.0 Summary

- 1.1 Appendix 1 to this report is Brent's first Market Position Statement (MPS) for providers of Accommodation based care and support services. The purpose of developing this MPS is to signal our intention to share better, more transparent information with the market about our commissioning intentions; for the benefit of both current and potential providers of Accommodation based care and support services
- 1.2 The MPS is therefore written for current providers of Accommodation based care and support services (ABCSS) who operate locally and for potential providers considering entering the market in Brent in an attempt to grow diversity in available service provision locally. It will support better relationships between Commissioners and service providers, acting as a foundation for better engagement and partnership working. It encapsulates the 'Brent picture':
- Current and predicted future demands on ABCSS locally.
 - A picture of current supply of ABCSS across Brent.
 - What our strategic vision is, our commissioning intentions and models of service delivery we want to encourage in the local marketplace.
- 1.3 The key messages we want to communicate to ABCSS providers through this MPS are:

- Brent is committed to supporting all local residents to stay at home for as long as possible or as close to home for as long as possible with excellent quality, flexible, personalised care and support.
 - Brent's overall use of 'traditional' Care home provision is declining in line with meeting people's needs better at home and using new models of care and support in the community. This has involved the development of more flexible models of ABCSS.
 - We aim to continue this direction of travel by supporting the continued development of more flexible models of ABCSS locally.
 - We want to continue to work collaboratively with the market to develop new solutions to meet the needs of Brent residents and we are actively encouraging providers to approach us with proposals for how together we can do things differently.
- 1.4 We have ambitious plans in Brent for re-balancing our utilisation of accommodation based care options, shifting progressively over the next three years towards increasing use of tenanted care models; investment in which is projected to rise by more than half in 2015-16, and a further three-quarters by 2016-17. At the same time, traditional pathways into residential and nursing care will be increasingly diverted into Accommodation Plus services. This plan will enable us to continue to provide high quality services to local people within our reduced budget

2.0 Recommendations

- 2.1 The Executive approve the MPS for publication
- 2.2 The Executive approve the development of a Market Development Plan, which will set out how we will deliver the aspirations of the MPS. It is proposed that this will be brought to Executive for approval in June 2014.

3.0 Background

- 3.1 Government policy sets out a future where private, 3rd sector and voluntary organisations must play a fundamental role in the development and delivery of services to meet local need and where local authorities take more of an enabling and place-shaping role, rather than just that of 'purchaser'. This coupled with the growth in numbers of people using Direct Payments and those that fund their own care, brings with it a need to develop further the commissioner/provider relationship in an already complex system of care and support. This is why it is important to make our vision and commissioning intentions clear and ensure we communicate these to the market as early as possible.
- 3.2 The new Care and Support Bill sets out a new duty for local authorities to promote the diversity, quality and sustainability of local care and support services. This duty includes a requirement to promote the efficient and effective operation of local services, ensure that people wishing to access local services have a variety of high quality services to choose from, and that individuals have sufficient information to make informed decisions about the services available. We need to ensure that we are aware of current and

likely future demand for services with a focus on the importance of fostering continuous improvement in the quality of services and the efficiency and effectiveness with which such services are provided and of encouraging innovation in local provision.

- 3.3 Brent Health and Wellbeing Board recently published its Health and Wellbeing Strategy 2012-2015. It is therefore crucial that these inform how we develop and work with the market locally to ensure that in building a diverse and quality market, we are supporting our overall vision of achieving improved health and wellbeing for all people in Brent and better care is delivered closer to home, at the right time, in the right place. The Strategy sets how we must move away from a situation where too many of our services are reactive, helping people only when things have gone wrong, often at great expense. Instead, supporting local people to live and work in safe, pleasant and resilient communities, to control their own lives and shape their own wellbeing.
- 3.4 The need to provide better, more flexible services locally to meet rising demand and increasing cost all in the context of significantly diminishing financial resources cannot be achieved in the long term by maintaining the current situation. A new vision for how the needs of local people will be met is required to respond to these challenges. This vision includes plans to continue to reduce the amount of residential and nursing care purchased by Brent, which will be achieved in part by stimulating the expansion of capacity in tenanted models of accommodation based care, including more flexible supported living and extra care provision locally.
- 3.5 At the heart of our MPS is the principle that services should be inherently responsive to individuals' needs and preferences. This is what we mean when we talk about 'personalisation'. This requires a shift away from traditional care home service provision towards a model that encourages flexible, personalised care with strong emphasis on individuals' outcomes and greater co-operation between services. We want to reduce dependency, support people to remain in their homes and in their communities for longer and help people to help themselves. To support better choice and control and deliver personalisation means people must be empowered to make choices about their health and social services and these are made clear to them, in all circumstances being equal partners in decisions about their health and social care, supported by a workforce that is competent and can support access to the right support and good advice and information and having access to a range of health and social care services available locally and nationally, To exercise real choice .
- 3.6 The MPS is the first step on a journey to ensure together we develop the right services to fully meet the needs of people as close to home as possible and to promote real choice for local people. Working with the market we will strive for continuous improvement by encouraging innovation and sharing best practice.
- 3.7 It is particularly significant now because our strategic direction has substantial implications for ABCSS providers locally and we want to ensure that the council, our commissioning colleagues in Health and providers are

putting time, effort and resources into the same priorities. It should serve as a firm foundation for Commissioners and Providers to develop more of a shared approach to delivering care and support. It is a developing model, demonstrating our commitment to improving this relationship.

4.0 Financial Implications

- 4.1 The aim of the MPS is to develop and stimulate the market for accommodation based care, reduce current reliance on residential and nursing care and facilitate the delivery of our statutory responsibilities. The MPS will aim to deliver additional savings through providing a more cost effective and sustainable service as the Council shifts from away from a traditional care home service to a model that encourages more personalised care. There are no direct financial implications of agreeing the MPS for publication and these will be fully explored once the market development plan has been developed.

5.0 Legal Implications

- 5.1 Any legal implications of delivering the aspirations of the MPS will be fully explored and understood when the Market development plan has been developed

6.0 Diversity Implications

- 6.1 An equalities impact assessment will be undertaken as part of the development of the Market Development Plan in accordance with the Equality Act 2010.

7.0 Staffing Implications

- 7.1 There are no direct implications for Council staff

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