



**Committee and Date**

**Cabinet  
13 March 2024**

Item

Public

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## Market Position Statement

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<b>Cabinet Member (Portfolio Holder):</b>	Cecilia Motley Adult Social Care and Health		

### 1. Synopsis

This report seeks Cabinet approval for the Shropshire Market Position which sets out how we will work with the market to manage demand and intervene early to enable children, young people, adults and carers to remain well and independent.

### 2. Executive Summary

This report will detail the key areas within the Market Position Statement ("MPS") and explain how the council intends to work with Providers for children and adults services to meet needs now and in the future. The MPS provides an overview of national and local context of working within the health and social care system and its challenges. It details the current work the Council is progressing to with a clear focus on reducing demand, facilitating early intervention and prevention to enable people to live well supported by a stable and innovative Provider market.

### 3. Recommendations

- 3.1. Cabinet approves the Shropshire draft Market Position Statement (MPS) 2024 -27 as set out in the attached appendix 1.

# Report

## 4. Risk Assessment and Opportunities Appraisal

4.1 The Care Act 2014 places a duty on Local Authorities to facilitate and shape our care and support market, to ensure sustainability, diversity, and to be continuously improving and innovating services.

4.2 The council have statutory duties to meet the care and support for both adults, children and young people and the MPS highlights the opportunities to align resources to support all ages.

4.3 Equalities will be a priority within how we manage the market ensuring that people have equitable access to services when and where they need them. If changes are made to commissioned services an ESHIA will be completed to reflect any changes and minimise any negative impact.

4.4 Managing the market is essential ~~if~~ to ensure demand is met now and in the future in the most cost effective way that meets peoples outcomes to 'live their best life'. Ensuring performance and trend data is available and analysed will enable commissioners to direct resources where they are needed.

4.5 Quality and supply is monitored regularly to ensure a quality and sustainable market is accessible across the county. Developing a robust quality assurance and contract monitoring process will enable close oversight of quality and listening and responding to feedback from the individuals using and accessing the services.

4.6 The document has been created with stakeholders with monthly meetings taking place. In addition, the draft has been sent out to both the children and adult social care market for comments which have been incorporated into the final draft MPS.

## 5. Financial Implications

5.1 This report will inform the work identified within the Medium Term Financial Strategy ("MTFS") and transformation plans within the Shropshire plan. The Peoples Directorate currently spends approx. 77% of the total council budget supporting vulnerable adults, children and young people. This spend is largely with third party external funding through multiple contracts to support our most vulnerable residents.

5.2 The council will work with the market on how care and support are delivered in the most cost effective and efficient way as a system across all commissioning activity.

## 6. Climate Change Appraisal

6.1 The Council has declared a climate emergency and is committed to achieving 'net-zero' carbon impact by 2030. As procured goods and services make up a significant proportion of the Council's total carbon footprint, it is vital that providers understand the carbon impact of the services they provide and commit to working with the Council to help us achieve 'net-zero'.

6.2 The Market Position (MPS) statement clearly outlines the Council's intentions and staged approach to incorporating carbon and Green House Gas ("GHG") reduction in our commissioning and procurement activity and contractors will be supported over time to align themselves with these aims. The MPS describes the elements involved in getting to the point where we are minimising the carbon impact of our procured goods, works and services. Including:

- Understand the carbon impact of existing contracts.
- Understand how contractors propose to manage and reduce their carbon impact.
- Specify environmental / carbon reduction requirements in contracts.
- Use Social Value to seek additional carbon / environmental benefits.
  - Mandate minimum environmental standards for all contractors

## 7. Background

7.1 The MPS will also allow the Council to demonstrate and evidence how it fulfils its duties under the Care Act 2014, the Children & Families Act 2014 and other relevant legislation that supports market shaping and management.

7.2 The council has a duty to do the following:

- meet needs of people eligible for care, support them and their carers, and fund care for those people with needs who meet financial eligibility criteria
- local market shaping to encourage quality, choice and sufficiency of provision
- local contingency planning in case of provider failures
- ensure care is maintained where a provider fails financially and services cease – for everyone, including self-funders – so as to ensure people's needs continue to be met
- work with NHS to promote integration including integrated commissioning and joined up services
- at national level, Association of Directors of Adult Social Services (ADASS) has a role in supporting contingency planning for provider failure and collaboration on market shaping regional collaboration (via ADASS) on market shaping.

7.3 In 2021 Shropshire council combined the Children and Adults Directorates into a People directorate recognising the opportunities this would bring and improve services across all ages. The Shropshire plan highlights the need for healthy people and to support all Shropshire residents of all ages to proving early help and intervention to maximise independence. It is also vital that a system we approach health inequalities working together to enable people to live their best lives; therefore, we must think differently about how we deliver these services across the county.

7.4 The aim of the MPS is to 'Develop a strong, sustainable and vibrant social care market that offers quality information and support for children, young people, carers and adults to 'live their best life'.

7.5 The MPS supports the delivery of the Shropshire Plan 2022-25 ensuring our population and economy is healthy. This is a vital document as the health and social care market has never been so challenging. It is clear that the current models of delivery are no longer sustainable with increasing demands and complexity of care and support being needed.

7.6 The MPS sets the direction of travel for working together and thinking creatively on how we support children, young people, carers and adults.

7.7 Shropshire's MPS intends to signal clear direction for providers on the future ambitions. It has a much wider focus than any previous MPS which had focussed more on both domiciliary care and care home capacity and support. This document now has with a stronger emphasis on community-based commissioning within localities; therefore responding to place specific issues and local assets and recognising the strength and contribution of communities in prevention and early intervention for our residents' wellbeing.

7.8 Shropshire has to move to a preventative model; being proactive rather than reactive with a clear focus on demand management.

7.9 The MPS will support the market to inform business decisions and ultimately ensure care and support is provided at the right time, in the right place and at the right price.

7.10 The Council recognises the essential part communities including the voluntary and community sector play in keeping people well, safe and independent with its resources, skills and diverse offer. Building a solid ground for innovation and further development in areas such as technology is more important than ever, these will contribute to the challenges faced by the health and social care sector.

7.11 The MPS details how Providers need to align to a strength-based approach where the focus is on meeting need and not labelling individuals but being clear where they can meet the persons individual needs and not diagnosis across all ages; only by doing this where appropriate will the county ensure sustainable and diverse services and inclusive communities.

7.12 The Council is clear that where the market cannot meet these challenges and meet the needs of individuals it will consider its role within the market to ensure choice, quality and cost-effective delivery.

7.13 The MPS will be published, reviewed, and updated regularly and we intend to provide a solid foundation for sustained change and improvement. An action plan will be developed to support the implementation of the key commissioning intentions and updated annually.

7.14 The Council has the opportunity to meet needs differently across an ageing population and increasing need for childrens social care support. Increases in the number of looked after children, nursing placements for older people. In addition, during 2023-2040, it is estimated the number of people aged 75-84 years with dementia will increase

by 45% and the number of people aged 85+ with dementia increasing by 85% in Shropshire.

7.15 The MPS is an all-age document to inform the market with an overview of the demand and the Councils intentions moving forward to develop a more integrated and inclusive models of support. Moving away from ‘labelling’ or working in ‘silo’ to one that is consistent with social care practice and builds on strength-based practice; what people can rather than can’t do.

7.16 The MPS consists of the following:

National Context
Local context
Local demographics
Joint Strategic Needs Assessment (JSNA)
Finances
Prevention and Early Intervention
Children and young people
SEND
Preparing for adulthood (pfa)
Supported Living
Learning disabilities
Autism
Reablement
Mental Health
Care homes: Under 65s
Home Care
Accommodation – Care homes
Carers
Dementia
Assistive Technology and Equipment
Self-funders

7.17 The MPS sets ten commissioning intentions:

- Demand management through strength-based, reablement and developing models and services that will support the principle to improve or maintain independence.
- Create a versatile, cost effective and sustainable market at place.
- Promote and develop inclusive access to all services.

- Develop person centred support with choice and quality services.
- Develop and promote information and advice.
- Work across health, children and young people services and adult services to integrate our commissioning and market management.
- Invest in early help, prevention and community services.
- Improve and embed mental health and wellbeing across all services.
- Support and develop the health, family/carer support and social care workforce.
- Develop a sustainable market through innovative sustainable solutions

7.18 Quality monitoring is a key area for the Council and its partners, and we will move from a reactive service to working proactively with the care market to ensure our residents receive the very best care and support.

7.19 Care homes as well as commissioned services such as home care, supported living and community activity providers receive a quality assurance visit annually from the quality and improvement team. The Council considers its approach to improving quality one of support to of all these services.

7.20 Quality has remained relatively stable over the past few years and we benchmark well across the region.

7.21 Shropshire is ranked number 1 across the region in the West Midlands for the number of Outstanding Domiciliary care and Residential Care for over 65 care providers.

7.22 For Children and young people of the 35 providers with placements in England, the Ofsted Judgements as at the end of March 2021 85% of externally commissioned providers are rated good or outstanding by Ofsted.

7.23 Assistive technology will be a key enabler to support people to improve or maintain independence to develop their skills for independent living, reduce risks, increase their learning opportunities and to enable individuals to have greater independence and control over their lives.

## **8. Additional Information**

8.1 With the proposed new national changes to social care including 'charging reform' delayed until October 2025; and the council and ICB Care Quality Commission (CQC) assurance inspections which came in from April 2023; the council must ensure that it can meet the changes and increased demands and meets needs of our residents.

## **9. Conclusions**

9.1. Managing the market is not only a duty on the council but it is imperative to ensure a choice and good quality services are available to support our most vulnerable residents to remain well and independent. This means supporting our market to

grow and develop into a sustainable and innovative market which is person centred, giving them clear direction on commissioning intentions.

**List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)**

**Local Member:** All

*Consultation with Local Member – Please consider the Local Member Protocol (see page E60 onwards of part 5 of the Constitution) and determine whether it is necessary to consult with the local member over the proposal set out in this report. This may not always be applicable (eg where the proposal affects all of Shropshire) but it should always be a consideration and in some cases a necessity so as to comply with the spirit of the Protocol.*

**Appendices** [Please list the titles of Appendices]

**Appendix 1 Draft Shropshire MPS 24-27**