



<u>Committee and Date</u>
12 th December 2022
Health and Adult Social Care Overview and Scrutiny Committee

<u>Item</u>
<u>Public</u>

Market Position Statement

Responsible Officer Laura Tyler **e-mail:** laura.tyler@shropshire.gov.uk

1. Synopsis

The Market Position Statement is an important document that will signal opportunities within the care and support market of Shropshire by identifying the future demand for care and support to ensure needs can be met now and in the future.

Social care continues to face significant challenges across several areas including financial, workforce, complexity of clients and increases in demand whilst ensuring continuity and quality of care is delivered.

At the heart of these challenges is people who first and foremost must be at the centre of everything we do to ensure their needs are met.

In order to continue to meet needs we must focus on prevention and early intervention to keep people safe, well and independent. The current model is simply not sustainable, therefore as a system we need to be creative in our commissioning approach and support the priorities identified within the Shropshire Plan 2022-25 and the vision for people to 'live their best life'.

2. Executive Summary

2.1 This report will provide an overview of what a market position (mps) is and some of the key challenges we face. The document for the first time will be an all ages document with a focus on prevention and working as a system to remodel and think creatively on how we meet the needs of our residents. The document will detail the councils commissioning intentions and detail how we intend to commission in the future working in partnership with our Providers, communities and system partners.

2.2 The council is committed to developing, stimulating and supporting a market which can provide safe, effective, high quality and value for money care and support to the people of Shropshire.

2.3 Our market position statement will support this by:

- a) providing an overview of our current market and demographic profile
- b) providing an overview of national and local context, key challenges and opportunities
- c) providing a link between local plans and our commissioning intentions
- d) describing our strategic commissioning priorities
- e) facilitating engagement with providers and stakeholders to build and shape provision across Shropshire.

3. Recommendations

3.1 The committee is asked to note the report in the context of the current challenges and opportunities identified; the role of the council within the market; and the allocation of resources to inform the development of the MPS and future commissioning intentions.

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 this document will highlight the opportunities to align resources to support all ages.

4.3 Equalities will be a priority within the MPS ensuring that people have access to services when and where they need them.

4.4 Consultation and work with the Providers will be carried out with the providers and key stakeholders.

5. Financial Implications

5.1 The Peoples Directorate currently spends 77% of the total council budget supporting vulnerable adults; children and young people.

5.2 The MPS will look at how care and support are provided in the most cost effective and efficient way as a system.

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 MPS clearly outlines the Council's intentions and staged approach to incorporating carbon and 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:

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

7. Background

7.1 Whilst an MPS is not a statutory requirement it is seen a best practice to evidence how the council will fulfil its duties under the Care Act 2014, the Children & Families Act 2014 and other relevant legislation that supports market shaping and management.

7.2 Previous MPS developed have been adult focussed detailing current trends and pressures.

7.3 In Shropshire we commission social care and support services for children, families, and adults from many different organisations. It is essential the council drive to deliver the key outcomes for Shropshire people detailed within the Shropshire plan in the most efficient, highest quality and financially economical way possible.

7.4 In 2021 Shropshire council combined both children and adults 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.

7.5 Shropshire council, partners and the care and support market face significant financial and workforce challenges in ensuring continuity and quality of care is delivered. Putting people first and foremost at the centre of everything we do remains our priority. The MPS helps achieve this by forming an understanding of, and basis for, necessary change and development of innovative models of care and support that ensure sustainable and diverse services and inclusive communities.

7.5 Shropshire Council commission social care and support services for children, families and vulnerable adults from hundreds of registered providers and many other independent organisations. It is essential we drive to deliver the key outcomes for Shropshire people, as set out in The Shropshire Plan, in the most efficient, highest quality and financially economical way possible. The MPS outlines supply and demand in Shropshire and will inform to the independent, voluntary and community organisations about future opportunities and how they can develop their services to address local need.

7.6 Shropshire's MPS intends to signal clear direction for providers on the future ambitions for the support and care market with a wider focus and stronger emphasis on community and strength-based commissioning within localities. It aims to focus on prevention through being proactive rather than reactive with a clear focus on demand management.

7.7 Social care across all ages is experiencing significant workforce challenges. In the latest report from Skills for Care state the number of vacant posts in adult social care have increased by 52% in one year and it is now the highest rate since records began in 2012/13. This means on any given day there are around 165,000 vacancies. In Shropshire to meet current and immediate shortfall in home care demand for example we would need to employ 250-300 workers immediately. With far more needed as we move forward to meet our increasingly older demographic in the coming 25 years.

7.8 The pressure on the local health system is significant and we have seen increased numbers needing adult social care support to discharge who have increased complexity of need.

7.9 The overall numbers of children becoming looked after are continuing to increase during 21/22 as seen in previous years with a 20% increase on last year. By the end of 2021, the rate per 10,000 population in Shropshire was 84 compared with a national rate of 67. Despite this in a recent report shows comparative spending suggests the overall unit cost

in 2020/21 for Shropshire per head of population 0-17 is in lower quartile compared to the comparator groups.

7.10 Adult services have seen an increase in contacts to the council for the last 3 years which is expected to continue to increase. The council has a strong strength based practice focus and we are looking at how we enhance the support to direct people at an early stage to help and support avoiding crisis.

1 Apr 2021 - 31 Mar 2022	1 Apr 2020 - 31 Mar 2021	1 Apr 2019 - 31 Mar 2020
<u>20577</u>	<u>18121</u>	<u>17813</u>

7.11 Despite the current challenges the council has a low admission into long term residential care. Those aged 18-65 we currently admit 3.8 per 100,000 population in residential care which puts Shropshire at the top of the table compared to our most similar comparator group. Those aged 65 and above we are the third best out of most similar council comparator group keeping admissions to 387.9 per 100,000 population.

7.12 The SEND JSNA states that in January 2020 school pupil census, there were 6,559 children in Shropshire identified with SEN, making up 14.8% of the school population. This included 1,410 children with EHCPs (3.2% of the school population) and 5,149 receiving SEN support (11.6% of the school population). Broadly in line with forecasts, this represents an increase in those receiving SEN support. Local data, shows a year-on-year increase in the number of initial requests for EHCP assessments and the number of EHCPs active at the beginning of the year. Comparatively, Shropshire still has a high prevalence of moderate, specific and severe learning difficulties and a low prevalence of autistic spectrum disorder as primary needs within the pupil census population.

7.13 A change in approach is needed to meet these challenges. The proposed commissioning intentions will focus on the following:

- Demand management through strength-based; reablement and developing models and services that will support the principle that "home and family is best".
- Create a versatile, cost effective and sustainable market at place
- Increase and improve services that support complex and challenging behaviours
- 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 support and social care workforce.
- Embed technology across pathways and services.
- Promote and develop inclusive access to all services

7.14 The MPS is aimed at a wide range of organisations that provide a variety of services across different areas of specialism. The MPS is designed to offer clear navigation to specific areas of interest, detailed information is provided about what we are currently seeing in that area, what we are predicting and details of our future intentions. The following highlights the main areas covered within the MPS:

7.15 The Market Position Statement will be published, reviewed and updated regularly and we intend to provide a solid foundation for sustained change and improvement.

8. Additional Information

8.1 With the proposed new national changes to social care including 'charging reform, impending council and ICB Care Quality Commission assurance inspections; the council must ensure that it can meet the changes and increased demands.

8.2 It is currently estimated that through the charging reforms the council predicts an estimated 2,000 self funders can ask for a Care Act and financial assessment to start their 'care cap' account and request the council sources care for them. This will put additional pressure upon social care systems

9. Conclusions

9.1 A change in the commissioning approach is needed to reflect the challenges and opportunities detailed within this report in order to meet both the needs of residents across Shropshire within the resources available across the system. The MPS will set out the commissioning approach to enable the council and partners to address this.

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

Current MPS [Market position statement | Shropshire Council](#)

Cabinet Member (Portfolio Holder)

Councillor Cecilia Motley

Local Member

All

Appendices

N/A