Item 5, Appendix 5

WARWICKSHIRE cares

Market Position Statement for Adult Social Care 2017+

Warwickshire County Council

Contents

Foreword

As Portfolio Holder for Adult Social Care and Health I am pleased to welcome you to our updated Market Position Statement for Adult Social Care in Warwickshire.

The document describes the market for adult social care in the county, including current trends in population and numbers of customers using services we commission. It outlines our transformation activity and indicates how we would want to work in partnership to develop services in ways which place choice and independence for citizens at the heart of what we do.

The Position Statement provides information and indicates opportunities for the market to develop in an appropriate way and remain diverse and vibrant.

I hope you will find it useful and informative.

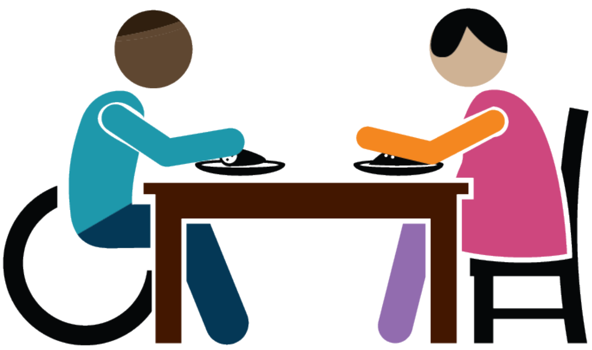
Les Caborn

Cabinet Member

Portfolio Holder – Adult Social Care and Health

1. Purpose of this Market Position Statement

A market position statement (MPS) summarises supply and demand in a local authority area or sub-region, and signals business opportunities within the care market in that area. This document presents the key data and information which commissioners have considered in the formation of strategic commissioning intentions for adult social care services in Warwickshire. For each service type, the direction of travel is made clear; service availability is mapped against demand and forecasts of demand; the location of services is assessed against customer demand; and we begin to develop conclusions about key areas for market development. In short, this MPS is intended to provide as much clarity as possible about the current and future shape of markets. These intentions will now inform the market shaping which the Council will undertake with current and future providers of services for Warwickshire clients living in the county. Building on the shared understanding of the market and the demands on it, while recognising the limitations on available funding, WCC plans to work closely with providers to explore service delivery options to meet the challenges of delivering agreed and appropriate outcomes for customers.



2. Strategic Direction: Transforming County Council services in Warwickshire

Warwickshire County Council wants to make Warwickshire the best it can be.

The journey over the last three years has been challenging - we have delivered £92 million of savings. However we are faced with further savings of £67 million up to 2020. This means shaping the future of a very different County Council and different public service provision in Warwickshire by 2020.

The reduction in financial resources does not diminish our ambition for the County. We are clear about our priorities. Firstly, we want Warwickshire's communities and individuals to be supported so they are safe, healthy and independent with priority focussed on the most vulnerable. Secondly, we want Warwickshire's economy to be vibrant and supported by the right jobs, training, skills and infrastructure.

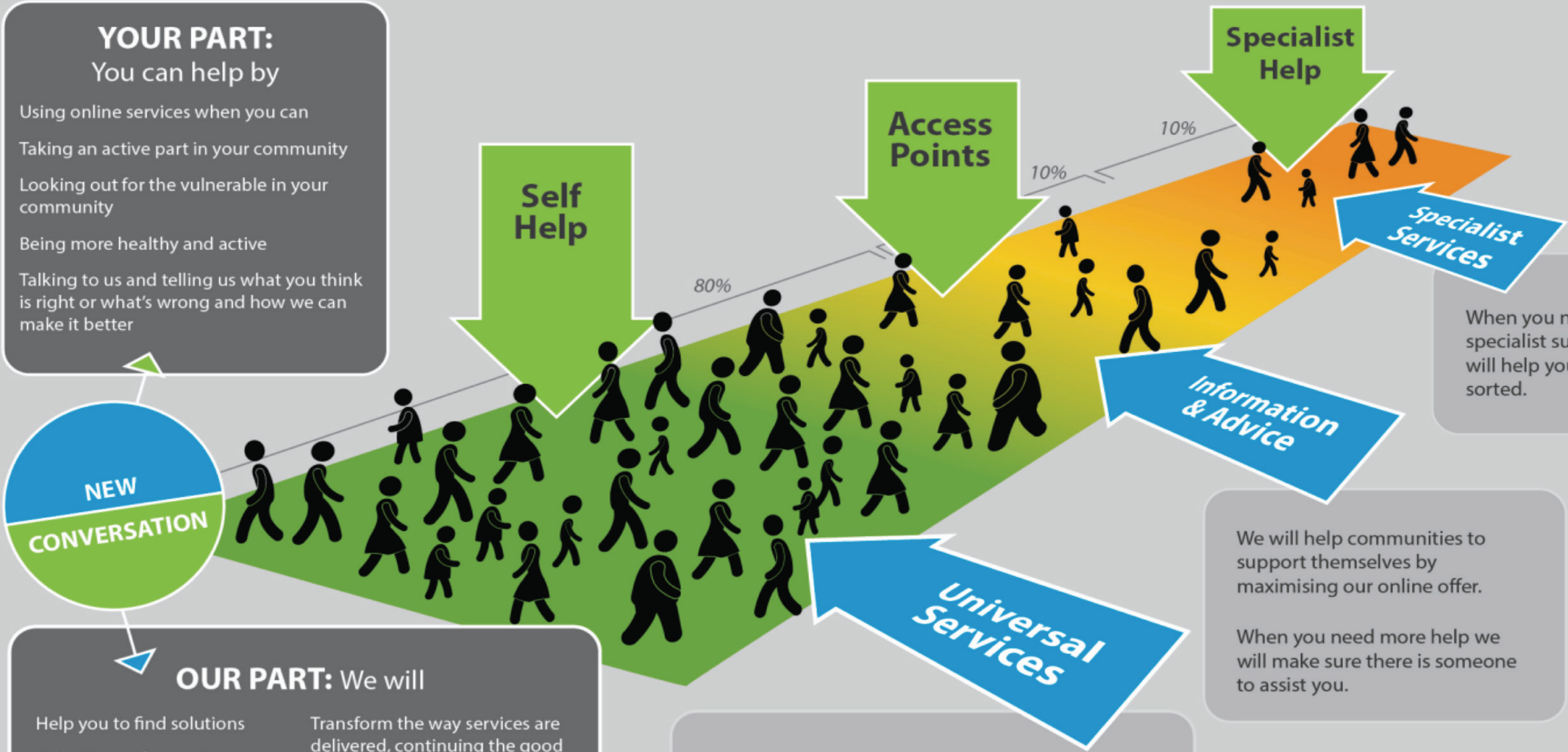
To achieve this we need to ensure our services are more efficient, integrated and that we make best possible use of new technologies and innovation. This means better access to and information about a range of support options. We cannot do this alone and we are continuing to look to our residents and partners in the public, private and voluntary communities to open up a new conversation with us to find solutions and different ways of working.

To make Warwickshire the best it can be and deliver the savings we need to make, we will need to use our resources differently and transform the way we deliver and commission services. The diagrams/frameworks on the following pages set out how we will make the changes we need to make to respond to this challenge.

Making Warwickshire the best it can be: A new conversation

YOUR PART:
You can help by

- Using online services when you can
- Taking an active part in your community
- Looking out for the vulnerable in your community
- Being more healthy and active
- Talking to us and telling us what you think is right or what's wrong and how we can make it better



OUR PART: We will

- Help you to find solutions
- Make it easy for you to access services you need
- Maximise the use of digital services
- Listen to your needs
- Build services around individual and community needs
- Transform the way services are delivered, continuing the good work we have started
- Work with partners to make experience between agencies seamless
- Support the economy to make it grow

We will provide a range of services which are available to all including schools, roads, libraries, fire & rescue.

We will work to increase the ability of individuals and communities to find solutions by developing communities and working with partners including the voluntary sector.

We will help communities to support themselves by maximising our online offer.

When you need more help we will make sure there is someone to assist you.

When you need specialist support we will help you get it sorted.

3. Transforming Adult Social Care in Warwickshire

We know that quite often people do not actually want to come to social care and do so only because they have to or have no other choice. We want to improve these choices for people and focus on this much earlier than the point of crisis or emergency. The recently refreshed NHS Five Year Forward View and the corresponding Sustainability and Transformation Plan (STP) for Coventry & Warwickshire (of which the Council is a key partner) recognise this and draw GPs, Clinical Commissioning Groups (CCGs), and Providers into a system wide approach to the challenge. This in turn complements the work of the Health and Wellbeing Board so that increasingly there is a shared commitment to: encouraging prevention; integrating services; working on a localised placed basis; and developing new models of care across the health and care system in Warwickshire.

We want to take a radically different approach which ensures that:

- People and communities are able to look after and improve their own health and wellbeing and live in good health for longer
- The independence and self-sufficiency of people with short term needs is optimised and maintained with short term help when its needed
- The quality of life and independence of people with long term and/or complex needs is optimised and maintained for as long as possible without total dependence on services

We will do this by:

- Focusing on people's own strengths and assets within their families and communities
- Placing people at the very heart of our work and seeking to enable people to be self sufficient
- Understanding what's needed from the eyes of the public and customers, as well as our own and our partners
- Establishing a new relationship with the public which ensures the help we offer is maximised
- Managing demand by looking at the experience of the whole journey and focusing on prevention of issues and reduction of need
- Understanding how the people we need to work with; the demand; and need vary at different stages of the overall journey
- Understanding and redefine our role as one part of a multi-faceted system of support and services available to individuals and communities

4. Financial Context

The national context has been one of a reduction in available public money in real terms – the LGA estimated in Autumn 2016 a 40% reduction to the core government grant since 2010. The 2016 Autumn Statement by the Chancellor of the Exchequer made no additional recurring government grant funding available for Adult Social Care.

In February 2017, the Council agreed the 2017/18 budget and medium term financial plan which includes a savings programme outlining a revenue budget reduction of around £67m to be delivered by 2020. Inflationary increases to apply to adult social care services commissioned by WCC from April 2017 were made in the context of this financial position. The Budget Statement by the Chancellor of the Exchequer in March 2017 indicated additional £2bn funding for the delivery of adult social care in England over the three years 2017-18; 2018-19; 2019-20.

The Council is using this funding to support the providers in Warwickshire to continue to work with us in delivering good quality services for our citizens with social care needs.

5. Warwickshire and its Population

Warwickshire lies to the South and East of the West Midlands conurbation, and has long established links with Coventry, Birmingham and Solihull. Warwickshire is at the heart of Britain's transport network and several key strategic routes pass through the county. It is a two-tier County Council, composing five districts and boroughs:

- North Warwickshire
- Nuneaton and Bedworth
- Rugby
- Warwick
- Stratford-on-Avon

Warwickshire is served by three CCGs - NHS Coventry and Rugby CCG; NHS South Warwickshire CCG; and NHS Warwickshire North CCG. These are the clinically-led statutory NHS bodies responsible for the planning and commissioning of health care services for their local area.

The population density varies across the county, with the largest concentrations in the towns of Rugby, Warwick and Leamington Spa.

2015 Mid-Year Population Estimates (ONS, WCC Observatory)

	North Warwickshire	Nuneaton and Bedworth	Rugby	Stratford-on-Avon	Warwick	Warwickshire
Total population	62787	126319	103443	121522	139931	554002
0-19	13600	30134	25364	25513	30641	125252
20-64	36005	72543	58525	65431	83814	316318
65-69	4252	7606	5787	9184	7591	34420
70-74	3337	6007	5004	7430	6021	27799
75-79	2412	4312	3604	5685	4631	20644
80-84	1605	3070	2471	4061	3509	14716
85-89	983	1717	1646	2621	2297	9264
90+	593	931	1042	1597	1427	5590

Population Growth – Older People

The forecasted increase in the 85+ population between 2017 and 2030 is 66%.

In 2017, people aged 85 are 2.9% of the population. This is forecasted to rise to 4.6% by 2030.

For the aged 65 and older group the percentage rise between 2017 and 2030 is significantly higher (28%) than for other age groups (1%). The percentage rise across all age groups is 7%.

The forecasted increase in the Over 65 age group varies across the county, with the largest projected increase between 2017 and 2030 projected to be in Warwick district (24%) and the highest in Rugby district (32%). Increases in the other three districts are 28 or 29%.

More information on the Demographic trends for the population of Warwickshire, and analysis of the variation across the county is available at:

http://hwb.warwickshire.gov.uk/warwickshire-people-and-place/older-people/

Dementia

Information published by the Alzheimer's Society indicates very significant, albeit gradual, increases in the number of people with Dementia – a 40% rise in the next 12 years.

It is estimated that by 2025, over 11,000 people aged over 65 will be living with dementia in Warwickshire. By 2020, around one fifth (18%) of those aged over 80 in Warwickshire are projected to have dementia. The Warwickshire JSNA report Best Health for Older People in Warwickshire Report (2015) reports that Warwickshire has a greater dementia prevalence projection than England; there will be an estimated 18.2% increase in cases by 2020 (3,200 new cases).

Disabilities

The Warwickshire JSNA Learning Disabilities Needs Assessment (2015) reported that:

- the total estimated prevalence of all people with a learning disability in Warwickshire in 2013 was 11,030 of whom 9,469 are adults aged 18+ and 1,561 are children & young people aged 0-17 years;
- approximately two-thirds of adults with learning disabilities expected to be in contact with social services are receiving a service from social care in Warwickshire;
- the number of people with a learning disability is likely to increase by 1% per year over the next 15 years due to increased life expectancy & increasing numbers of children with complex needs surviving into adulthood; and
- the number of adults with learning disabilities with a critical or substantial need using social care services is estimated to increase by 1.7% year on year to 2030.

The most pronounced rise is predicted to be in those who are over the age of 65, with a 9.9% rise in the 4 years from 2013 to 2017 and an 18.0% rise from 2013 to 2021. Warwickshire has an older resident population than the England average, and this combined with reduced mortality among older adults with learning disabilities is likely to lead to higher demand for services over the next decade.

Estimated predicted prevalence of learning disabilities in Warwick from 2013 to 2021 by age group (Warwickshire JSNA)

	Year				
Age Band	2013	2017	% change from 2013	2021	% change from 2013
0-17	1561	1581	1.3%	1688	8.1%
18-64	7684	7752	0.9%	7824	1.8%
65+	1785	1961	9.9%	2106	18.0%
All Ages	11030	11295	2.4%	11618	5.3%

There are estimated to be 34,664[1] people aged 18-64 years in Warwickshire who have a moderate or severe physical disability. This figure is predicated to rise to 37,379 by 2030 (ibid). Within this number, an estimated 8,050 have a severe physical disability and this is predicted to rise to 8,600 by 2030.

[1] Warwickshire Health & Wellbeing Physical Disability
http://hwb.warwickshire.gov.uk/themes/vulnerable-communities/physical-disability/

6. Market Shaping since the last MPS

Adult Social Care service provision in Warwickshire has developed in response to a number of factors including changing legislation, the size of the local population requiring services (including migration of people in or out of the area), the level of available funding to both private and public-funded customers, the care choice preferences of customers, and the development of new models of care. The shape of the market is therefore not controlled by or responding solely to any single factor, and within any service type there may be different levels of service and pricing to meet the varied customer requirements. There are therefore business opportunities across this range of customer requirements and budgets.

The Council will always seek to explore a wide range of options to provide or arrange support for people with care needs in their own homes. For those who decide to move somewhere where their care needs can be better met than in their own home, the Council aims to establish a sustainable, affordable, and varied market for accommodation with support services for older people and adults with high support needs in Warwickshire. We want people in Warwickshire to have a range of accommodation with support services to choose from when they need them.

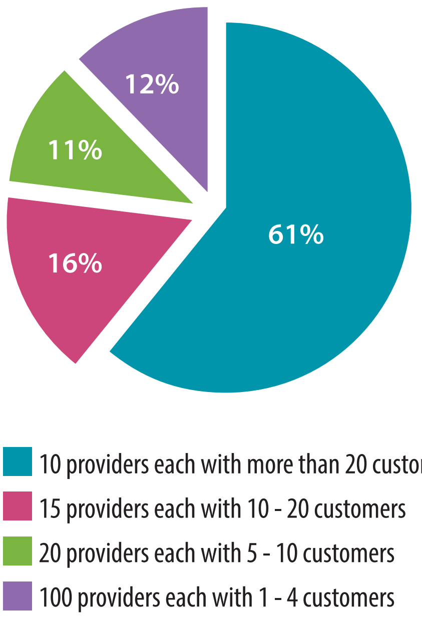
Older People Residential and Nursing

For the jointly commissioned contract let in the autumn of 2016, WCC worked closely with two of the CCGs to create an outcome and quality-focused service specification for the procurement of residential and nursing services for adults. This arrangement includes specific requirements around the provision of residential and nursing care for people with dementia. The Council and the two CCGs will work with providers to develop the skillset of residential and nursing home staff in respect of person-centred dementia care.

This recognises the distinction between ordinary (or 'higher dependency') residential care and specialist dementia care emergent over the last few years. Many homes are now dual-registered to allow a flexible response to changes in demand for dementia placements. But this is not only about those with Dementia. Research indicates that environment and care approaches that work well for those with Dementia in residential settings are also likely to create positive life experiences for other residents also.

While the Council contracts with a large number of providers of residential and nursing care for older people, there is a concentration of a large number of customers with a small group of providers. This presents a certain risk profile, particularly regarding the impact of provider failure. Going forwards, the Council will continue to review this risk profile. This may lead to wider use of block contracts, particularly for services which are sometimes difficult to source within timescales which meet customer needs.

Older People Residential Market Share - WCC



Currently, there are around 1200 WCC customers living in Older People Residential and Nursing Homes operated by around 120 providers.

The 10 providers with the largest number of placements accommodate between them 61% of the total WCC customers.

The remaining 39% are placed with 110 providers each providing care for less than 20 customers.

Extra Care Housing

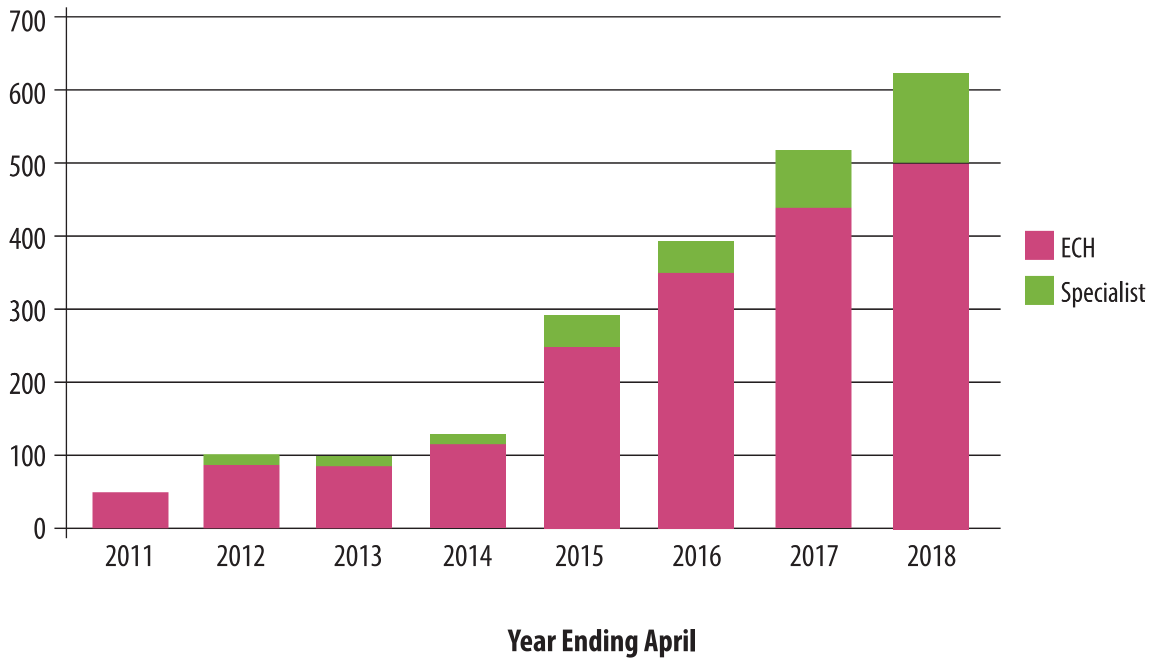
Since the publication of the last MPS in 2014, the Council has continued to expand its Extra Care Housing/Housing with Care (ECH) suitable for older people and adults with disabilities.

The first scheme was opened in 2010; ECH is now available in all five districts and boroughs, moving us towards the overall objective of establishing ECH as a modern alternative to residential care homes for a significant proportion of the over 65s population.

While ECH schemes feature an integrated offer of domiciliary care for those who need it, ECH also provides an option for people aged 55 and over to move into the schemes and set up a home before they reach a time in their lives where they may need care and support services.

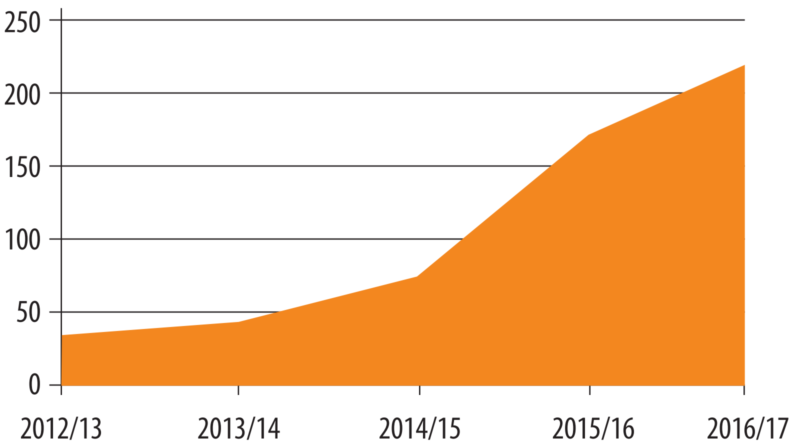
Warwickshire currently has 9 ECH schemes suitable for those aged 55+ now in operation in the county, with an additional 4 specialised housing with care schemes suitable for younger adults with learning disabilities and one scheme suitable for adults with mental health issues in operation.

ECH/Specialist Rental units (Cumulative)



Number of People living in ECH and receiving a social care service

ECH Customers current at Year End



As an alternative to residential care home, the growth of ECH is likely to reduce the number of older people and people with disabilities who may have otherwise lived in a care home. People who have social care needs may choose to move to an ECH Social or Affordable apartment (unit) rather than a care home.

While it is difficult to estimate the impact on the residential or domiciliary care markets, the number of social care customers living in an ECH scheme has increased dramatically and the Council is working to achieve a total of around 1700 ECH rental units by the early 2020s.

Domiciliary Care

Warwickshire re-tendered its Care at Home contract during 2016. The Council radically redesigned the commissioning mechanisms for domiciliary care services within this contract, and worked with providers to reconfigure this market into a geographic zone model. Within each of the 8 zones, a small number of contracted providers are allocated a percentage share of the service packages, and work with each other and the central brokerage function to manage the demand for support. The differences between rural and urban areas are recognised and have influenced both the planning of the zones and also the hourly rates.

The Council now works with 29 providers which is significantly less than before. This creates more sustainable business volumes for each of the providers and greater opportunities for close working between providers and with the Council to drive more innovative ways to deliver efficient and effective services, and explore new ways of working. Within the Council's workforce, a centralised referral team has been developed to ensure we are able to work with providers in a consistent and professional way, ensuring customer outcomes and market sustainability are the focus of our activity.

New ways of working have achieved a reduction in Domiciliary Care service waiting times through effective partnership working between the Council and the providers operating the new zonal contract. With more responsibility and opportunity to organise service delivery in their zones, providers are able to work with our brokerage team to shape their patterns of delivery to allow the workforce to meet the needs of customers despite the issues arising from the popularity of particular call times and rural locations.

The relationship between WCC and these providers will underpin the development of a service offer which is shaped by the local Domiciliary Care Agencies in partnership with voluntary Groups, and local small business enterprises.

The supply of the services' careworkers to deliver Domiciliary Care flexes to meet fluctuations in the demand within each of the geographical zones. On average, WCC commissions around 24,000 hours of care per week. The customers live in all areas of the county, but, as might be expected, the concentrations of customers approximately reflect population densities. At any one time, around 2,200 Council customers are in receipt of a service being delivered by the Council's Domiciliary Care Zone contract. The total number of people receiving a Domiciliary Care service directly commissioned by WCC has reduced in the last 3 years. This is due in part of the result of the new domiciliary care eligibility criteria which has resulted in many packages of care that are in excess of 28 hours per week being moved to a supported living service provider. This reduction also relates to meeting the Councils budget savings targets in this period. To support the market and its workforce, the Council continues to regularly review the contract rates for contracted providers.

The shape of the market has therefore changed considerably since the last MPS and the Council continues to develop close working relationships with the contracted providers. We look forward to the development of local service offers, as our contracted agencies start working with other providers and share with us their ideas for the development of a broad, varied and integrated market.

7. Service Capacity, Prevalence and Future Demand for Services

Predicting future demand at a service level is extremely challenging, due to the numerous factors which affect those predictions but which are challenging to model. The care services sector operates within an open social system and hence is characterised by a fluid and complex network of transactions between individuals and organisations in the wider or 'outside' environment. The Council itself is a major influence, and the transformation strategy outlined at the beginning of this MPS will have a significant impact on demand for services.

As new and innovative services become popular they may add to the economy, or their popularity might mean a reduction in demand for an existing service with a similar purpose.

Demand may be driven by affordability, accessibility and efficacy - these are key factors which influence the decisions people and organisations make about what services to engage with. This complexity means that it is not possible to predict demand or precisely how much of any particular service might be needed in any given location.

	WCC Service Users at 31st March			
SERVICE	2014	2015	2016	2017
Domiciliary Care	2777	2571	2391	2011
Supported Living	396	583	696	880
Residential	1535	1458	1473	1438
Nursing	441	385	390	378
TOTAL	5149	4997	4950	4707

Note: Data cleansing during 2016/17 resulted in a reclassification of a number of Domiciliary Care packages of care to Supported Living

Evidence shows us that although the potentially eligible population in Warwickshire increased at a substantial rate over the last ten years the service user population remained relatively stable, even slightly decreasing in some areas over the last few years.

The total number of WCC adult social care service users fell by approximately 8% over the period 2012/13 to 2016/17, during a time of reduced financial resources.

This is influenced by a variety of factors including transformation, eligibility and service redesign. Until academic research can support a methodology to estimate the change in demand for services over time, the most robust way of estimating that demand is to trend forward existing service usage rates.

However, national data on population size and age profile from recognised sources (e.g. POPPI, PANSI) provide some indications of the population profile in the future. Comparing these estimates with service levels gives us indications of areas where there is a lack of capacity.

Care and Nursing Homes, Older People

Warwickshire, typically for the West Midlands (but not England), has seen an increase in capacity in the past few years. CQC registrations of new and closing homes in Warwickshire for Older People during the period 2014-17 (excluding re-registrations) indicate that the market is growing overall, however there is little development in the north of the county.

Older Peoples Care Homes Opened/Closed in 2013-16

	TOTAL			NURSING ONLY		
2013 - 2016	Beds in Homes Opened	Beds in Homes Closed	Change	Beds in Homes Opened	Beds in Homes Closed	Change
NORTH WARWICKSHIRE	0	0	-	0	0	-
NUNEATON & BEDWORTH	68	7	+61	16	0	+16
RUGBY	152	18	+134	70	0	+70
STRATFORD-ON-AVON	90	64	+26	90	0	+90
WARWICK	244	108	+136	158	23	+135
WARWICKSHIRE	554	197	+357	334	23	+311

Notwithstanding the caveats outlined above regarding estimates of future demand for services, comparing published information on supply (CQC) and demand (POPPI) provides some indication of the fit of the market shape to projected demand. This indicates that for most areas of the county there would be sufficient supply but that there is a shortfall in North Warwickshire (84 beds) and Stratford-on-Avon (46 beds), but as mentioned above, the demand will be influenced by the Council's transformation activity. Recent data does not show that the number of people supported by WCC to move to a care home is increasing in line with population growth. In fact the numbers of WCC older people customers in residential care has reduced in 2017.

Considering the wider population of those funding their own care, or those funded through the NHS, the POPPI estimates give an indication of the levels of demand and supply for the total population for older people. Beyond 2020, when population increases in the over 85 age band become very significant, the demand for care home places will depend to a large degree on the impact of the Council's transformation plans, the availability of ECH provision, and on the choices of those people who fund their own care.

The Council's own brokerage activity informs us that Nursing Residential Care can be difficult to secure for customers. Our experience indicates a lack of affordable nursing care across the county, and a lack of capacity in the north of the county.

People with Disabilities

We know that the number of people living with a learning disability (LD) nationally is increasing. There have been improvements in life expectancy and increasing numbers of children with complex needs surviving into adulthood. In Warwickshire, the most profound rise is predicted in those aged 65 years and over with an 18% increase between 2013 and 2021[2] . Also, there has been a 15% increase in the number of young people living with a profound and multiple learning disability.

In Warwickshire, as elsewhere, our understanding of the true number of people living with ASD needs to improve. However, we do know that we are experiencing an increase in the number of people with a primary need of ASD and those with overlapping ASD, learning disability and/or mental ill health. Warwickshire population estimates indicate that the largest number of people living with ASD is in Nuneaton & Bedworth due to the higher proportion of young people living in this area.

The preferred model of support puts the emphasis on local provision. We would like to develop an innovative approach to the provision of day opportunities that offer a strong alternative to traditional support; promote choice and control; promote community participation; and enable the journey towards employment. To support this we will develop more flexibility in offering personal budgets, so that people can plan how and when to purchase support to help people live their lives in ways that they choose.

The Council is committed to continuing to develop a range of housing, accommodation and models of care to meet local demand for people with disabilities. Extra Care Housing schemes are a key part of this. The Council has also strengthened its commissioning and contracted arrangements for supported living and introduced new processes for advertising opportunities for our providers.

[2] Warwickshire Learning Disabilities JSNA Needs Assessment 2014
http://hwb.warwickshire.gov.uk/2015/09/17/learning-disabilities-jsna-needs-assessment/

Care Homes Opened/Closed in 2013-16 (for People with Disabilities)

	Care Homes	TOTAL	Learning Disability		Mental Health		Physical Disability		Sensory Services	
			with nursing	without nursing	with nursing	without nursing	with nursing	without nursing	with nursing	without nursing
NORTH WARKS	No. of homes	10	-	10	-	-	-	-	-	-
	Capacity	72	-	72	-	-	-	-	-	-
NUNEATON & BEDWORTH	No. of homes	20	-	16	-	2	-	1	1	-
	Capacity	122	-	85	-	19	-	12	6	-
RUGBY	No. of homes	9	-	6	1	1	-	1	-	-
	Capacity	76	-	52	7	2	-	15	-	-
WARWICK	No. of homes	16	-	3	4	-	2	1	-	1
	Capacity	263	-	16	63	-	94	26	-	19
STRATFORD on AVON	No. of homes	14	-	13	1	-	-	-	-	-
	Capacity	75	-	67	8	-	-	-	-	-
WARWICKSHIRE	No. of homes	69	-	48	6	3	2	3	1	1
	Capacity	608	-	292	78	21	94	53	6	19

8. Business Opportunities and Key Messages for the Market

A Diverse Market

The success of the Council's transformation strategy depends on the development of a wide range of service options. There are opportunities for providers in the third sector, particularly social and micro-enterprises that can develop and offer alternatives to traditional support services. The Council is stimulating the growth of community based services. For more information prospective providers can contact the Localities and Partnerships Team at
www.warwickshire.gov.uk/getinvolved

For more detailed information on the commissioning activities and procurement opportunities can be found on the council website.

Domiciliary Care

Fundamental to the success of our transformation programme is a strong Domiciliary Care market which delivers services that: provide coordinated support to meet a range of customer needs; achieve more rapid hospital discharges; and enable customers to live in their own homes. Within the new contract that WCC has developed and implemented, there are opportunities for providers to develop these integrated services by linking to community resources. There will be opportunities to pilot alternative incentivised payment models which create flexibility to achieve agreed customer outcomes in ways that suit the customer, and within an agreed budget. Within the 5 year Domiciliary Care contract, we will be looking forward to hearing from providers and discussing their business development proposals.

Extra Care Housing

The immediate requirement is to deliver ECH schemes for Older People aged 55+ in each of the remaining towns of the 12 major towns in Warwickshire that currently either have no scheme in place or confirmed plan:

- Alcester
- Coleshill
- Kenilworth
- Nuneaton
- Shipston-on-Stour

For specialist schemes the immediate requirement is for development in:

- Coleshill
- Kenilworth
- Southam

Residential and Nursing Care for Older People

This MPS presents available information on projections and concludes that more affordable care home places are required particularly for nursing in the north, but also for affordable care home places generally. To achieve this the Council is interested in exploring block contracting arrangements to both ensure availability of care when and where our customers need it, but also to create a contracting arrangement which would ensure affordability. The Council is also reviewing the current market share distribution and will consider if the risk profile is acceptable going forward.

Population projections, if realised, will present the Council and the Market with significant challenges after 2020. The forecasted increase in the 85+ population between 2017 and 2030 is 66%. If the demand increases proportionate to current prevalence then the call on our services will be very challenging. However, if the rise in population is not matched by a corresponding increase in demand for traditional residential care, then consequences for businesses which develop services to meet the highest estimates would be very serious. We will therefore continue to gather information and intelligence regionally and nationally and work with providers to understand trends in demand and will be engaging with our local providers to come to a view regarding the right level of investment and development for our market.

Services for People with Disabilities

We are committed to ensuring that people with a learning disability and/or ASD are able to exercise choice and control in where they live and who they live with. We will therefore work with key partners, including housing providers to develop a mixed portfolio of accommodation with support options for people.

For people with the most complex behaviours, we will encourage the development of specialist services with a skilled workforce to work with individuals. We envisage that such services will contribute to our aim of keeping people out of long stay hospital settings by providing safe support at times of crisis.

Adult Physical Disabilities & Sensory Impairment

The focus is on shifting the care for people with a disability to a community based, co-produced enablement model which will ensure more people have services closer to home, take part in universal activities where they live and utilise local community assets. In addition the Council will work with partners to enable people to access meaningful activities and/or volunteering, training or work opportunities.

We will also focus on:

- Refreshing our commissioning strategy for adults aged 18-64 years with a physical disability and/or sensory impairment.
- Developing a number of Changing Places across the county to support people accessing their community and community based facilities.
- Developing a broad accommodation with support option, including developing specialised housing with care schemes, to enable people to have choice and control over where they live and who they live with.

Adult Mental Health

The preferred model of support puts an emphasis on local provision. We will encourage the development of innovative community based alternatives to traditional support for people experiencing severe and enduring mental ill health.

We want to develop a range of accommodation with support options to enable people to exercise choice and control over where they live and who they live with; and also to provide flexible support as required. This will shift the focus to early intervention and prevention through innovative community based living such as Shared Lives.

Advocacy and Appointee Services

These are being reviewed, re-designed and re-commissioned in 2017 to deliver a range of short, medium and long term options focusing on outcomes and enabling individuals to receive the support they need in the least intrusive way.

Changing Places

We are interested to hear from partners who have proposals to develop more Changing Places across the county to enable people with disabilities to enjoy community opportunities.

Assistive Technology

Increased use of Assistive Technology will be an important element within these plans and the Council would want to work closely with providers to make current solutions available as widely as we can and to discover new possibilities to explore with AT companies. Specifically, we will be working with local providers, voluntary and community organisations, customers and operational colleagues to embed the use of assistive technology solutions to maximise independence and reduce reliance on paid support. We will also work proactively with supported living providers to maximise the use of technology to meet individuals night time support needs; replacing the requirement for waking and sleep in night staff.

Warwickshire wants to improve and expand the use of Assistive Technology (AT) equipment and services. The aim of this is to improve the lives of people of all ages, helping people to be more independent, have healthier lives and have more choice and control.

We want to help people to stay in their own home, reduce the need for people to be in hospital and provide support to carers.

Warwickshire has improved the information and advice about assistive technology at:
http://www.warwickshire.gov.uk/assistivetechnology

We want to promote a change in culture and practice to ensure assistive technology is always considered as part of a care package to promote independence and reduce the need for other types of care. We want AT to support: improving hydration; reducing medication errors; reducing falls; supporting those with learning disabilities; supporting those with dementia; and supporting carers.

We want to encourage and support care providers to maximise their use of AT to support staff and customers.

9. Areas for further development

This is the second edition of the Warwickshire MPS and we feel we have made improvements over the first MPS. However it is our intention to continue working with providers and other partners to develop our analysis in order to develop a more finely graded assessment of the service gaps we might expect in the future.

The preparation of this MPS has confirmed that there is a wealth of data and information available to commissioning agencies and providers to enable market shaping activities to be based on a robust understanding of the supply and demand for services. It has become apparent that in some service areas, market management and contract management could be more efficient through the use of quality and capacity reporting tools including dashboards. The Council and its partners are investing in these tools and will be implementing them in the near future. Providers will be informed of these developments via email and at forums. A key element of the suite of information used for these purposes will be the numbers of customers referred for services and the number who access them. Some of this is collected during the brokerage process; WCC will continue to develop the brokerage service within its market management function. This model offers consistency of approach and allows the development of effective and mutually beneficial working relationships between the commissioning agencies and the people who deliver the services for people in Warwickshire.

We are also keen to make the most of regular contact with the market via e-communication and face to face at forums. Through these channels and regular communication between our commissioners and providers, we will develop a shared understanding of the opportunities and issues we face. We will seek to work with providers to develop together ways of overcoming any challenges. In the broad categories of Quality and Business Support we will identify and prioritise areas where targeted work may be required to ensure businesses are sustainable and successful, and services are high quality and being delivered by motivated, qualified, and rewarded staff.

Glossary

AT	Assistive Technology
ASD	Autistic Spectrum Disorder
CCG	Clinical Commissioning Group
GP	General Practitioner
JSNA	Joint Strategic Needs Assessment
MPS	Market Position Statement
NHS	National Health Service
ONS	Office for National Statistics
POPPI	Projecting Older People Population Information System www.poppi.org.uk
PANSI	Projecting Adult Needs and Service Information System www.pansi.org.uk
STP	Sustainability and Transformation Plan
WCC	Warwickshire County Council