
Coventry City Council

2013/14

Adult Social Care Market Position Statement

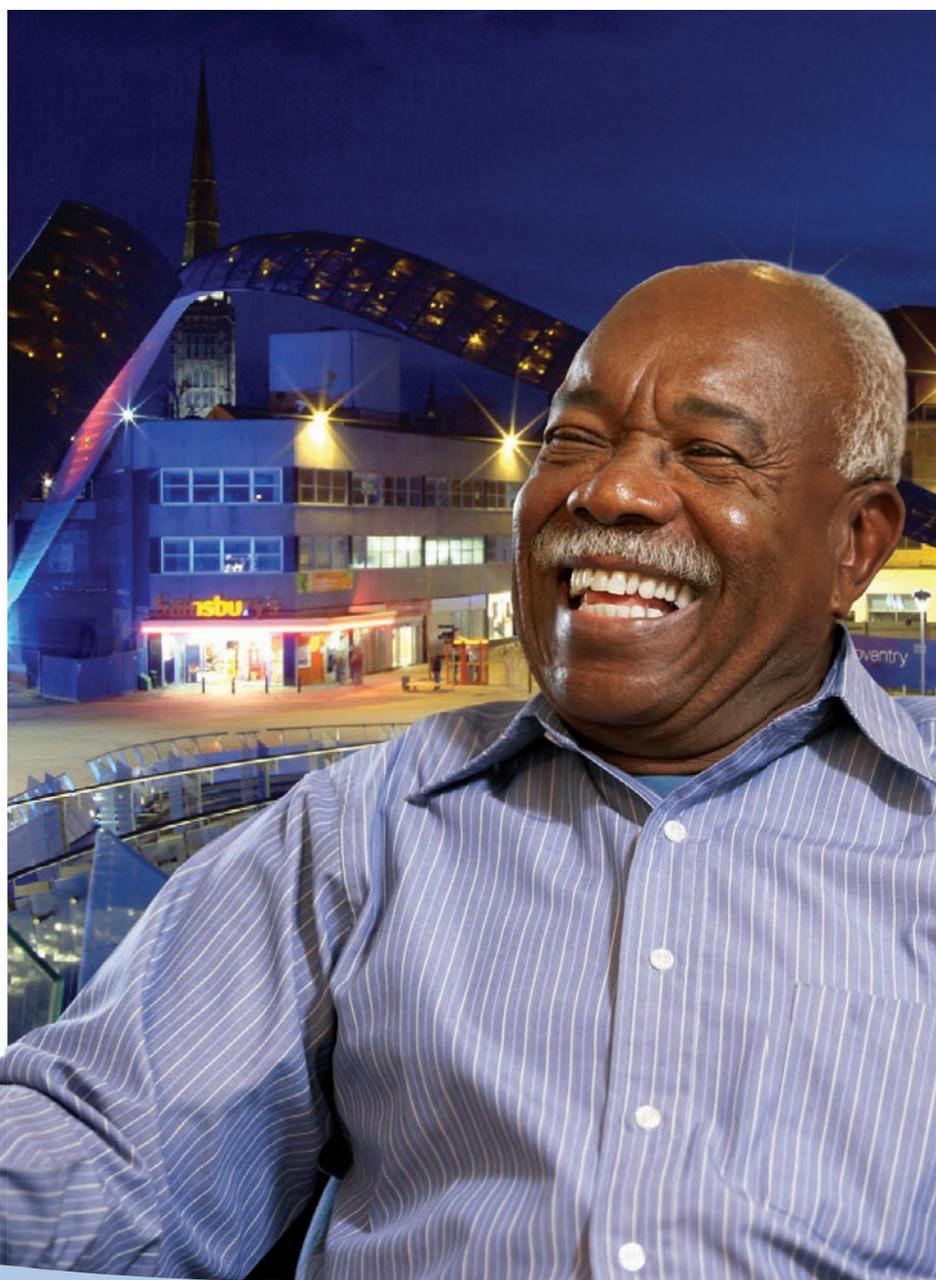


Table of Contents

| | |
|---|----|
| Introduction | 7 |
| What is a Market Position Statement? | 7 |
| Coventry City Council Use of Resources | 10 |
| Coventry as a City | 11 |
| Ethnic Diversity | 13 |
| Chart 1 Ethnicity breakdown of the whole of Coventry | 13 |
| Chart 2 Ethnicity breakdown of each service the LA pays for | 14 |
| Adult provision in the City | 15 |
| Mental Health | 15 |
| Learning Disability | 16 |
| Physical / Sensory Impairment | 16 |
| Current Provision | 17 |
| Accommodation-based Services | 17 |
| Care Homes | 18 |
| Table 3 – Numbers of care home providers for older people (and capacity) | 18 |
| Chart 8 – Average age of people first entering a residential or nursing service | 18 |
| Map 4 – Illustrating the location of care provision and distribution of people aged over 64 | 19 |
| Map 5 – Showing distribution of people with a learning disability aged 18-64 and location of services | 20 |
| Housing with Care | 22 |
| Local authority and health procurement arrangements | 25 |
| Summary | 24 |
| Community-based Services | 25 |
| Home Support | 25 |
| Chart 6 – Age distribution of Home Support Packages | 26 |
| Direct Payments & Personal Budgets | 27 |
| Information and Advice | 28 |

| | |
|-------------------------|----|
| Housing Related Support | 28 |
| Carers Services | 28 |
| Day Opportunities | 29 |
| Assistive Technology | 30 |

| | |
|-----------------|----|
| Contacts | 32 |
|-----------------|----|

Appendices

Appendix 1

| | |
|--|----|
| Council Gross Spend on Adult Social Care 2012-13 | 34 |
|--|----|

Appendix 2

| | |
|---|----|
| Table A1 – Older People Block Provision | 35 |
| Table A2 – Older People Spot Provision | 35 |
| Table A3 – Adults Spot Provision | 36 |
| Table A4 Internally Provided Services – Adults & Older People | 36 |
| Table 5 Number of recent new builds | 37 |





Foreword

As Cabinet Member of Health and Adult Services I am pleased to publish this Market Position Statement for Adult Social Care in Coventry.

This document aims to clearly describe the market for adult social care in Coventry and identify key areas of development in order to enable a clear dialogue between providers and the City Council on how developments can take place. Through using this document as a catalyst for constructive dialogue we will continue to provide appropriate support to residents of Coventry throughout what are very challenging times both in terms of available resources, complex needs/demands and changing policy.

Regardless of what the future brings I am committed to providing quality support that protects the most vulnerable people in the City and working with our health colleagues, users, carers and other stakeholders to ensure my commitment is delivered.

I hope you find this Market Position Statement useful.



Alison Gingell
Cabinet Member (Health and Adult Services)

Executive Summary

This Market Position Statement (MPS) aims to present information on the social care market within Coventry and how this needs to develop in order to meet the challenges of providing a modern social care service to the residents of the City in the context of increased demand, policy and legislative changes.

The MPS is intended to be of use to providers of social care in understanding potential opportunities for future service provision and providing information to enable a constructive dialogue with the local authority.

In describing the current market, sections are included for each 'type' of care and support in Coventry. These currently have a familiar feel to them in terms of care homes, home support, housing with care etc. However, as the Coventry approach to personalisation develops, this structure is likely to change. We will expect to see the emergence of new models of supply including social enterprises, community interest organisations and the increased use of telecare and assistive technologies.

Although this document is a City Council document, the long term sustainability of social care will depend on much closer integration with our health colleagues. As work progresses on how the Better Care Fund will be used in Coventry, we will communicate with providers on the implications and opportunities that this presents. Developing the market in a way that demand for on-going health and/or social care support can be reduced will be a cornerstone of any future plans for integration.

The City Council has recently confirmed plans to reduce the level of directly provided services. This decision was made after extensive consultation and as a result, different opportunities will exist for the independent sector to provide support to people in Coventry.

As changes take place and resources reduce, we will retain a strong focus on commissioning for quality and the monitoring of this throughout the life of any funding agreements. This work needs to be proportionate and undertaken on the basis of risk, dependant on the particular features of any contractual or grant funding arrangements. The outcome of monitoring and quality assurance work will benefit self-funders as well as those receiving support funded by the City Council.

Finally, this Market Position Statement presents the position as at January 2014. As we are in changing times we will commit to the production of updates so that we continue to provide timely and relevant information to providers of social care. We would also welcome any feedback on this document and a series of contacts are included to support this.

Market development in Coventry

The following areas are considered as fundamental to the care and support market in Coventry and we welcome providers, both locally and nationally, to engage with the local authority regarding these:

- 1) **Housing with Care** – supporting new opportunities to improve the accommodation standards and supporting new developments in the City.
- 2) **Personalisation** – The innovative use of personal budgets (and direct payments) within both community and accommodation based settings, where applicable.
- 3) **Assistive technology** – broadening the options and opportunities for people to use different types of equipment and approaches to their care and support packages within both community and accommodation based settings.
- 4) **Care Homes** – engaging in constructive dialogue with developers and providers to support new developments in the City and raise the standards of accommodation in the City.
- 5) **Short term services to maximise independence (STSMI)** – ensuring that Coventry has both appropriate and flexible services to support people through hospital discharge and preventing hospital admission. We would welcome discussions with any providers wishing to engage in dialogue regarding new ideas to support this area.
- 6) **Quality Assurance** – continue to evolve the processes currently in place for monitoring quality and safeguarding adults within care and support settings.
- 7) **Challenging behaviour** – the Council would like to engage with providers (across a range of services) to develop services in the City to support people with high care needs and challenging behaviour across a range of client groups.



Introduction

What is a Market Position Statement?

A Market Position Statement (MPS) is a statement which presents the current picture of demand and supply and the context in which social care provision in Coventry needs to develop.

Key aims of the MPS include: -

- Analysis of current provision and demographics
- Shaping Coventry's approach to delivering services in the future / inform our commissioning strategies
- Stimulating and encouraging a diverse social care and support market in Coventry
- Encourage partnership working to transform services for people and deliver personalised services
- Expressing to the market how we aim to achieve our vision as a City including opportunities in the near future across a range of service areas
- Giving providers a platform and information base to engage in dialogue with the local authority

This MPS sets out, in a single document, key information regarding adult social care services in Coventry in particular: -

- How those services are used
- How well they meet both service and individual needs
- The level of funding available and is accordingly spent by Coventry City Council to deliver those services

Note: Data outlined in the document was taken as at January 2013.

Key focus areas

The MPS looks at the adult social care and support market (both internally and externally provided) which includes: -

- Care homes (residential and nursing homes)
- Home care services
- Housing with care (nationally referred to as Extra Care)
- Day services
- Information and Advice services
- Short term services to maximise independence (formerly reablement)
- Carers services
- Telecare and assistive technology

MPS audience

The MPS is aimed at both existing and potential providers of adult social care, but will also be of value to those who are interested more generally, including carers / families and people that use services, in the future of local social care and support markets.

National context

A significant challenge that we will face over the next few years is balancing demand for services in the City within an environment of reduced public sector budgets and a changing national policy context (including the introduction of the Care Bill and the Better Care Fund which requires much closer integration with Health).

The government's decision to implement the proposals of the Dilnot Commission, now incorporated in the Care Bill currently before parliament, is a significant stepping stone to wider reform.

Coventry's central challenge is to assess the total quantity of resources needed to ensure that people have access to the right level of support. There is also a need to better understand the self-funding market and the implications of supporting this sector. Building on the Dilnot framework, there are three key priorities for attention that will influence the development of the adult social care and support market:

- To ensure that robust and detailed preparation and planning arrangements are in place for implementing the Dilnot proposals, thus establishing a new framework for planning and cost sharing
- The move towards sharing resources across health and social care and closer alignment of the City Council's and Coventry and Rugby Clinical Commissioning Group's (CRCCG) budgets around individual needs
- Health and wellbeing boards will play a key leadership role in ensuring that care reform is part of a wider transformation of local health and care services, alongside public health strategies to promote wellbeing and reduce future demand for health and care services

This new way of working, although challenging, will support Coventry's citizens by delivering better outcomes and tailored services. It will also give CRCCG and the Council better scope to maximise available resources whilst reducing duplication in services. We hope it will provide a better way to engage with our providers through single conversations and joint commissioning and procurement activities across the two bodies.

City Council finances

The Councils net budget for 2013/14 is £268m. The Chancellor's Spending Round announcement in June 2013 confirmed the Council's future resource allocations from Government - a headline reduction of £19m (11%) of Revenue Support Grant in 2014/15 and an additional £24m (15%) in 2015/16. These cuts come in addition to significant previous reductions in resources made since 2010 and predictions of further reductions for the remainder of the current decade.

| Council Spending | 2013/14 | 2014/15 | 2015/16 |
|-------------------------------|---------------|---------------|---------------|
| Gap per 2012/13 Budget Report | £14.4m | £27.3m | £45.3m |
| Emerging Risks and Pressures | £14.2m | £15.8m | £15.9m |
| Revised Budget Gap | £28.6m | £43.1m | £61.2m |

People Directorate budget

In September 2013, the previous Community Services Directorate was merged with Children Services to create a People Directorate. The Community Services Directorate, as was, from which adult social care was funded, was required to save £3m in 2013/14, rising to £8m in 2014/14 and £15m in 2015/16. Additional savings were also required to contribute to other cross cutting corporate targets including an additional £2m to the corporate procurement review in 2014/15. This, together with managing existing budgetary pressures, increased the current required total to £22.5m by 31st March 2016. These targets remain in place and have become part of the overall People Directorate savings targets that need to be delivered in order for the Directorate and therefore the City Council to deliver a balanced budget.

Current Coventry programmes

A range of Transformation programmes are currently underway within the Council to bring down committed spend and provide more efficient services. The programmes encompass several key themes which attempt to:

- Consolidate, and reduce where appropriate, existing Council run provision
- Outsource Council run provision where services are inefficient and costly
- Make best use of resources available to the Council in areas around information and advice and housing related support

The programme is underpinned by four key principles: -

- Continuous Improvement
- People will be expected to do more for themselves
- People will be as independent as possible for as long as possible
- We will only provide on-going support to the most vulnerable people when they need it

In addition to the Transformation programme, Coventry City Council's adult social care currently operates a Promoting Independence Framework (PIF) which forms the basis on which all social care packages are assessed and is the primary driver for personalisation in the City. This may need to be reviewed in the light of challenges outlined above.

Changing practices

Adult social care's approach to this challenge will involve a culture change within both its commissioning process and the way in which the individual service user's journey starts and ends. Key to this will be a notion of 'managing demand' in a different way with a focus on more efficient and effective ways to deliver outcomes for people through implementing the personalisation agenda across a range of commissioning activities. This is likely to mean a shift to innovative contracting methods and development of different markets, all with a focus on market and provider engagement.

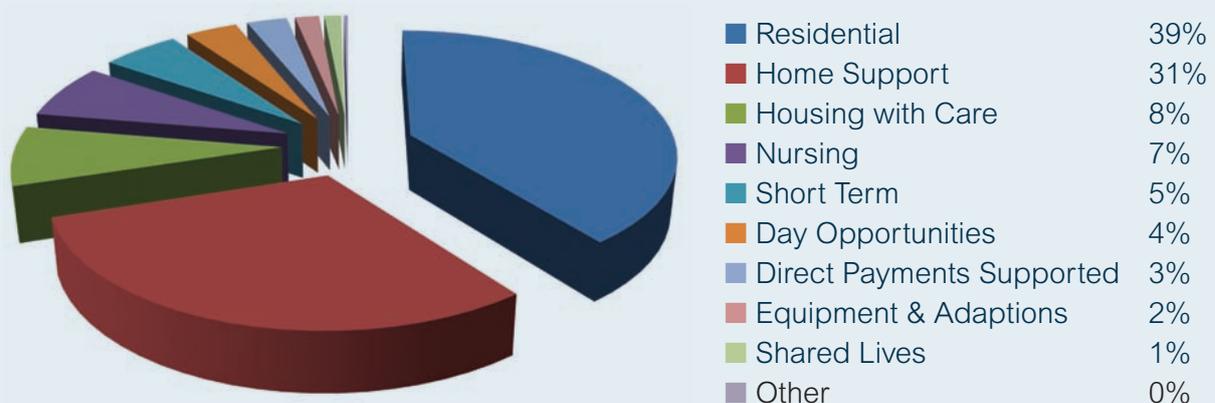
There will be a greater emphasis on working with local communities and community-based organisations to grow and support local people. Building on the national Think Local Act Personal programme, we will look to develop these links and support both individuals and organisations to plan, deliver, govern and monitor the effectiveness of services being delivered in localised settings thus using community skills and capacity to support social care policy and drivers.

Coventry City Council Use of Resources

During the financial year 2012 / 2013, the Council spent a total of £74.85m (gross) on adult social care services. The breakdown of this spending is shown in the graph below and includes:

- £34.8m (46%) spent on residential and nursing care home provision
- £22.9m (31%) spent on home support
- £5.68m (8%) spent on Housing with Care
- Council commitment to reablement / short term services amounting to £4.1m (5%)

Adult Social Care Gross Spend 2012-13



Further details of Council spending 2012-13 is shown in the appendices (Table A1), including the proportion of the total spent on the council's own in-house provision and in block and spot contracts.

In comparison to 2011-12:

- The percentage of the total adult social care spends on home support increased from 26% 2011/12 to 31% in 2012/13.
- The proportion spent on short term services fell from 8% in 2011/12 to 5% in 2012/13.
- There was a 1% fall in the proportion spent on housing with care and day opportunities from the 2011/12 figures.
- Proportional spend on residential, nursing, direct payments, equipment & adaptations and shared lives was constant over the two years.

Coventry as a City

The City of Coventry is the thirteenth largest City in the UK. The current estimated population of Coventry is 332,400 of which 214,300 people are aged 18-64 and 47,700 are aged 65 and over whilst the remaining 70,400 are aged 17 and under. By the year 2020, the overall population is estimated to increase to 373,200. Of these, 236,200 will be aged 18-64 and those aged 65 and over will increase to 51,900. These are increases of 12.2%, 10.2% & 8.8% respectively.

It is estimated that there are currently 3,424 people with dementia within the City (1.03%) which is below the national figure of 1.18%. The Office for National Statistics (ONS) predicts that by 2020 the number of people with dementia will rise to 3,999 (1.07%). However this will still be below the predicted national figure.

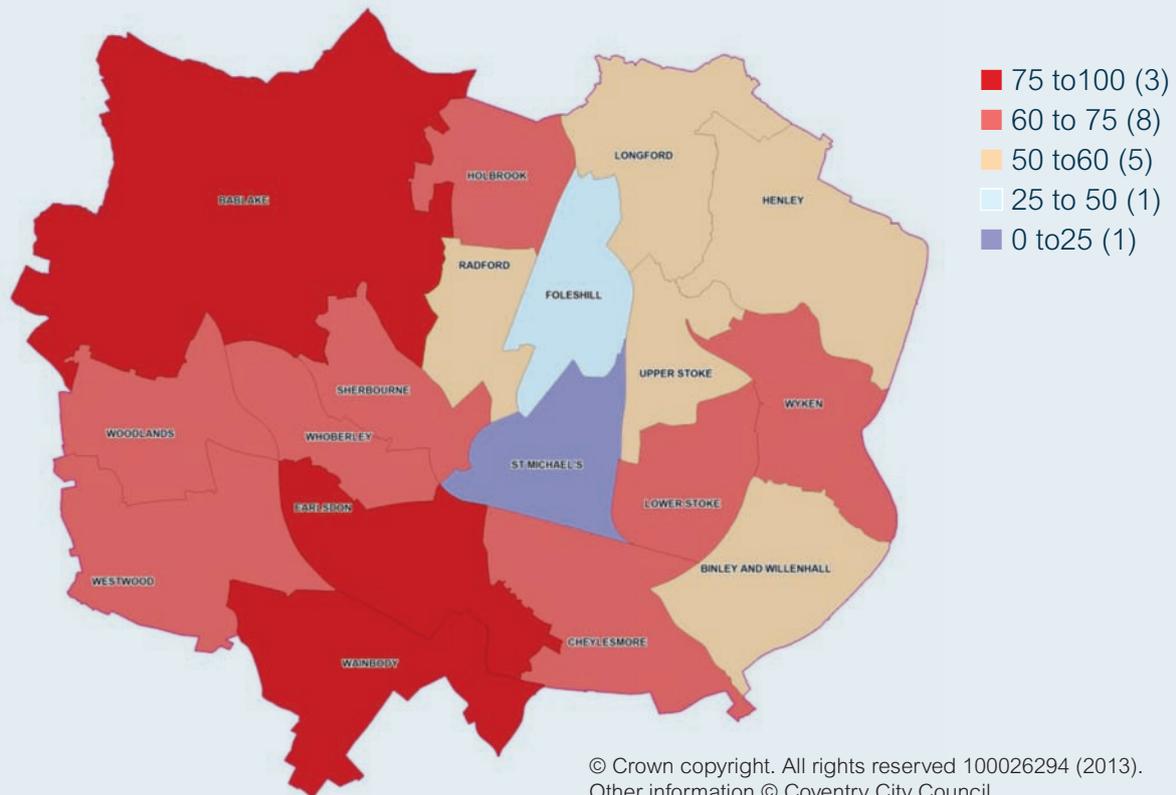
As a large City Coventry has a mixture of housing tenure. The table below shows comparisons of tenure of households within Coventry and the national and regional figures.

| Tenure | Percentage | | |
|------------------|------------|---------------|----------|
| | England | West Midlands | Coventry |
| Owned | 63.4 | 60.0 | 60.6 |
| Shared Ownership | 0.8 | 0.7 | 0.6 |
| Social Rented | 17.7 | 22.9 | 17.0 |
| Private Rented | 16.8 | 14.9 | 20.6 |
| Living Rent Free | 1.3 | 1.6 | 1.2 |

¹Office for National Statistics subnational projections 21 March 2012.



Distribution and Percentage of Households which are Owned or Mortgaged



This map shows that some areas of the City have significantly more owner occupiers than others. Therefore we can expect that these areas have a greater propensity of self-funders should adult social care be required.

In addition, there are some tangible health inequalities in Coventry. These tend to be more prevalent in the areas with higher levels of social rented accommodation. As part of a programme to reduce health inequalities the Council is a Marmot City and has a programme of work in place to reduce these inequalities.

The Marmot review can be read here:

<http://www.instituteofhealthequity.org/projects/fair-society-healthy-lives-the-marmot-review>

Opportunities & Considerations

- The large percentage of owned and privately rented accommodation within the City suggests that, potentially, there is a large self-funder market.
- A strong self-funder market will present opportunities for providers to target different markets.
- A tangible impact of the Care Bill relating to charging for care and capping levels and assets.

Ethnic Diversity

Coventry's main ethnic group is White (including British, Irish and other White); this group makes up 80% of the total population. Chart 1 below shows the breakdown from the ONS for the entire population.

Chart 1 Ethnicity breakdown of the whole of Coventry

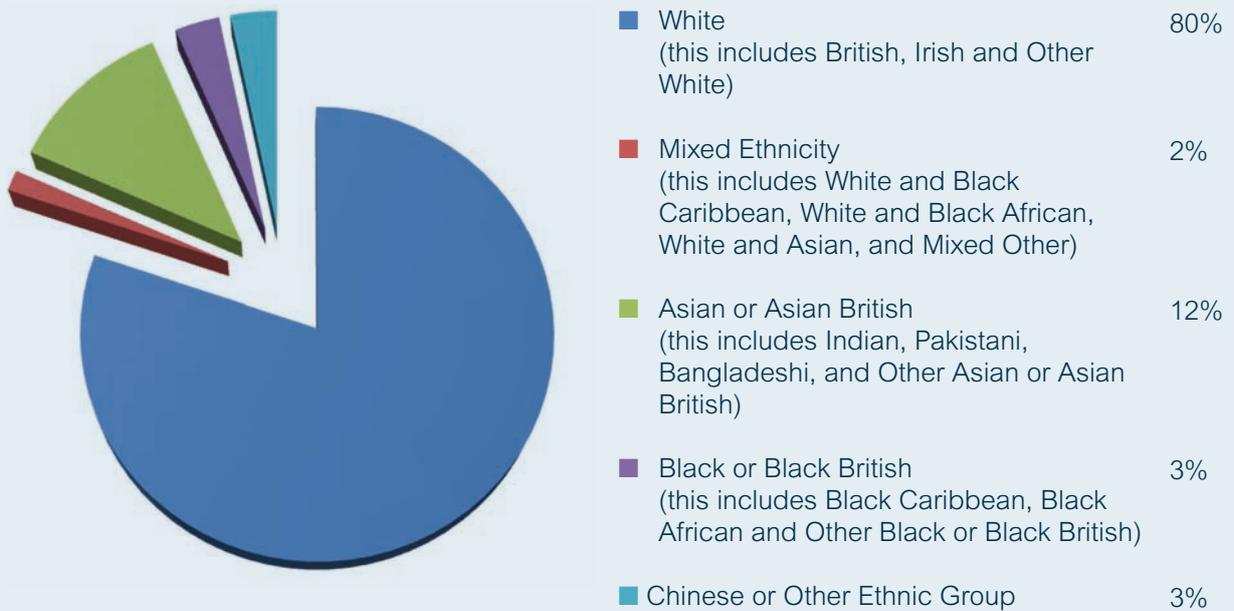
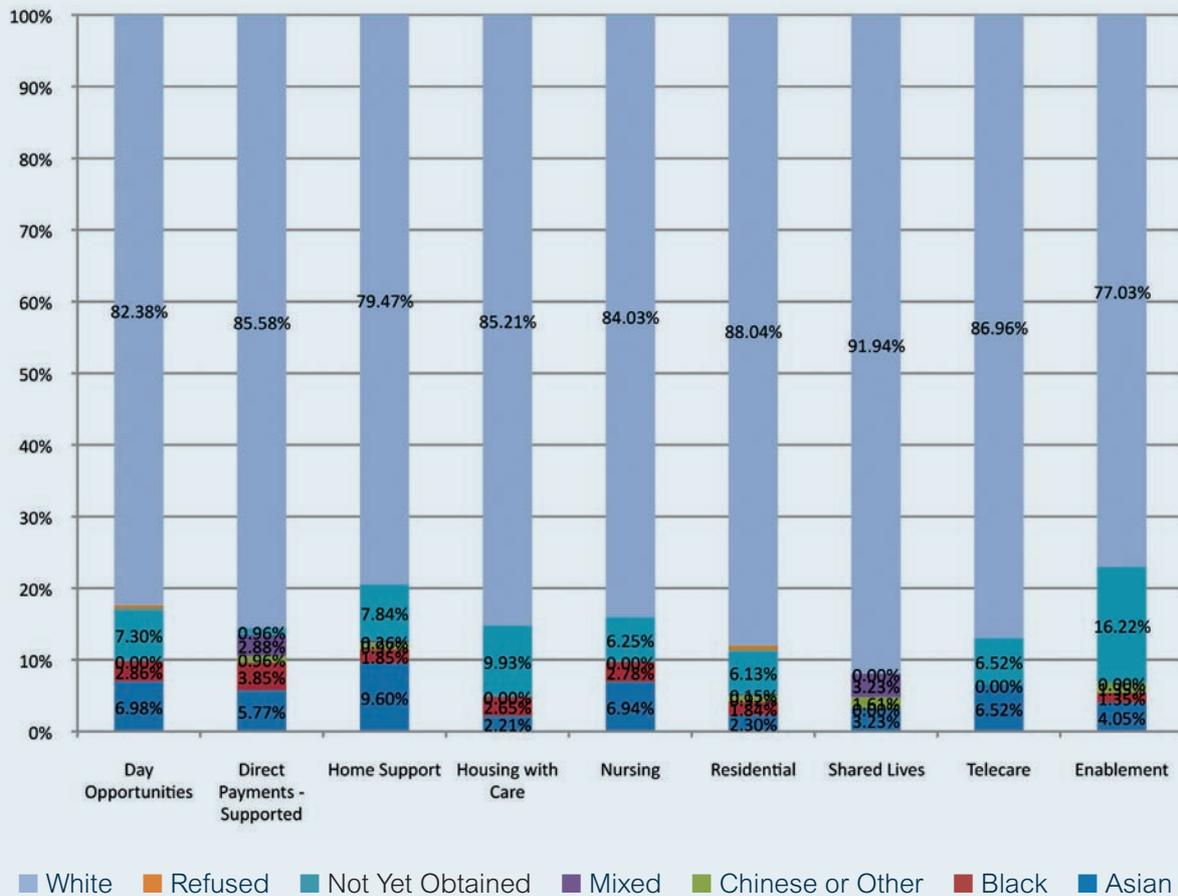


Chart 2 below shows the ethnicity breakdown of each service the LA pays for.

Ethnicity Breakdown of LA Funded Clients within ASC



Key Points

The proportion of people accessing local authority support does not match exactly with the ethnic mix of the City. There is currently no evidence to suggest that people are not receiving support for reasons of ethnicity. However, this situation does require frequent review particularly in light of the new populations growing in the City.





Adult provision in the City

Mental Health

It is estimated that circa 54,000 people aged between 18 and 64 (25%) have a mental health disorder in some form. These disorders can range from a common mental disorder to multiple psychiatric disorders, the majority of which can be managed with little impact on people's lives and without the need for social care support. There is also a network of voluntary sector organisations in the City to support adults with mental ill health.

There are individuals with mental ill health that require local authority support, however, the numbers are small. Currently the Local Authority funds a service to 120 people with a mental health disorder with a net cost of £30,757 per week (an average cost per person of £256 per week). For those people aged between 18 and 64 with a mental health disorder, it is estimated that 36 people within Coventry currently live in a care home. The local authority currently funds 19 people to stay in a care home within the City with a total weekly cost of £11,245. The local authority also currently funds 8 people in care homes based outside of Coventry with a net cost of £11,215.

In some cases housing with care schemes are used to support people with a mental health need.

Learning Disability

It is estimated that there are currently 6,277 people aged over 18 who have a learning disability and approximately 5,292 people within Coventry with a learning disability aged between 18 & 64 which is 2.47% of the population.

A learning disability can be mild, moderate or severe. Some people with a mild learning disability can talk easily and look after themselves, but take a bit longer than usual to learn new skills. Others may not be able to communicate at all and have more than one disability. As with support for people with mental ill health there are a range of voluntary sector organisations in the City that support people with a learning disability and their families. In addition to this general support, there are support services within the City which provide both employment and education opportunities for people with a learning disability.

Coventry City Council funds 442 people (8.35%) within the City and 85 people based out of the City. The net cost for those based within the City is £201,075 per week (an average cost per person of £454 per week). For those placed out of City the net cost is £145,530 per week (an average cost per person of £1,712 per week).

The Council currently funds 50 people in care homes in the City who have a learning disability. The local authority also funds 75 people placed in care homes outside of the City.

A joint commissioning implementation plan has been developed which sets out key commissioning intentions across learning disability services. The key focus of the plan surrounds support for the following groups in line with Valuing People Now:

- People with complex needs
- Young people in transition
- People with autism
- People who are in danger of offending

This is underpinned by 12 focus areas aimed at improving learning disability service delivery across Health and Social Care.

Physical / Sensory Impairment

Within the Coventry population aged between 18 and 64 it is thought that 19,171 people have a moderate or serious physical disability which is 8.95% of the general population within this age bracket. The local authority funds a service to 99 of these people (0.5%). It also funds a service for 10 people based out of the City. The net cost for in-City clients is £17,352 with an average price per person per week of £175. The average cost per person for people out of the City rises to £913, which can be attributed a lack of local specialist provision.

Within the City 15 people with a physical disability are placed within a care home, 5 of these are local authority funded. The Council also funds 6 people to stay in a care home outside of the City.

Current Provision

Accommodation-based Services

Care Homes

Within the City there are 1,583 beds available in care homes for older people – approximately 1,048 residential and 491 nursing – and at any given time there are circa 1,500 people aged 65 and over (3.1%) who live in them.

There are also 118 beds available in care homes for adults; the Council currently funds 69 adults with either a learning disability or mental health issue to stay in a care home.

Table 3 below shows a detailed breakdown of the number of providers and how the beds are allocated.

Table 3 – Numbers of care home providers for older people (and capacity)

| | Residential | Residential EMI | Nursing | Nursing EMI | Total |
|------------------------------|-------------|-----------------|---------|-------------|-------|
| Number of Providers* | 42 | 16 | 12 | 7 | 77 |
| Total Capacity (Beds) | 706 | 399 | 322 | 156 | 1,583 |

*There are 54 actual homes in Coventry but many have dual responsibility (Deliver more than one service).

The average length of stay within care homes (including residential & nursing) in Coventry for older people is 2.1yrs.

Coventry City Council spot purchases approximately 550 residential care home places per week from independent sector providers. An additional 125 older people are supported through block contracted external provision and 43 places are available in the Council's own residential home for people with dementia. The Council also currently funds 78 older people in residential and nursing homes located out of the City with a gross cost of £44,983 per week.

Older people vacancy levels are between 5% and 10% across the market (including block provision). This suggests that the self-funder market represents approximately 46-50% of care home capacity with some providers suggesting that the ideal split of residents is 60 / 40 in favour of self-funders.

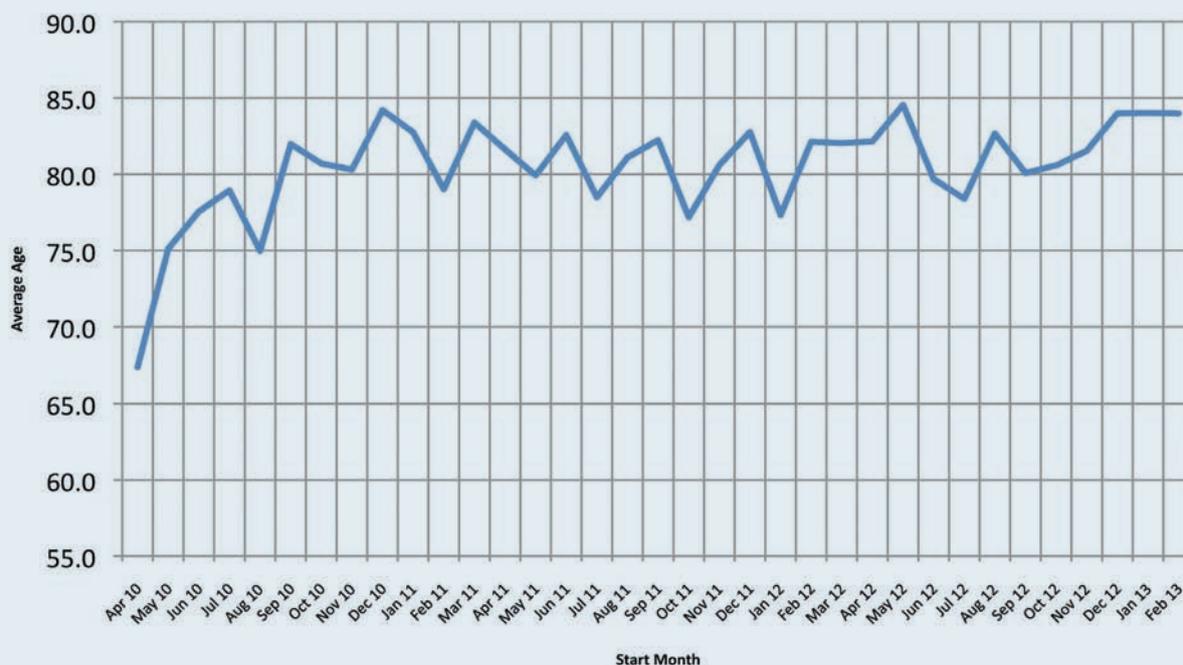
Most, if not all providers, charge 3rd party contributions (sometimes known as top ups) which is a weekly fee payable by residents or their families. However, in some cases the Council has paid top up fees where individual circumstances have dictated. We will continue to do so in some cases where people's care needs / circumstances necessitate.

The net cost within the sector is £288,064 per week with an average cost of £398 per person, per week. Within the care home sector, occupancy rates are upwards of 90% with a strong private paying market and fully health funded placements within nursing provision.

Chart 8 below shows the average age of people when they first enter a residential or nursing scheme.

Chart 8 – Average age of people first entering a residential or nursing service

Average Age of Clients First Entering Residential or Nursing Placement by Month



The average age of clients has steadily been rising since 2010. The table shows a steady increase in the average age of people accessing care homes in the City. This could be both people accessing support at a later stage of their lives or the effect of self funders and when they require local authority funding as their savings decrease.

New provision

There are currently two care homes in development which will provide an additional 176 beds within the City. These schemes are funded with private capital without any funding arrangements between the Council and the developer / providers.

This would indicate that providers are expecting a significant level of business through self-funders and may be also looking to attract people from neighbouring boroughs.

Coventry City Council would welcome an improvement in the care home stock in the City but would not be looking to increase overall levels of placements made by the City Council as a result of new provision being available.

There is also a large housing with care development due for completion in 2015, which is described further below.

Where the City Council provides support across Coventry

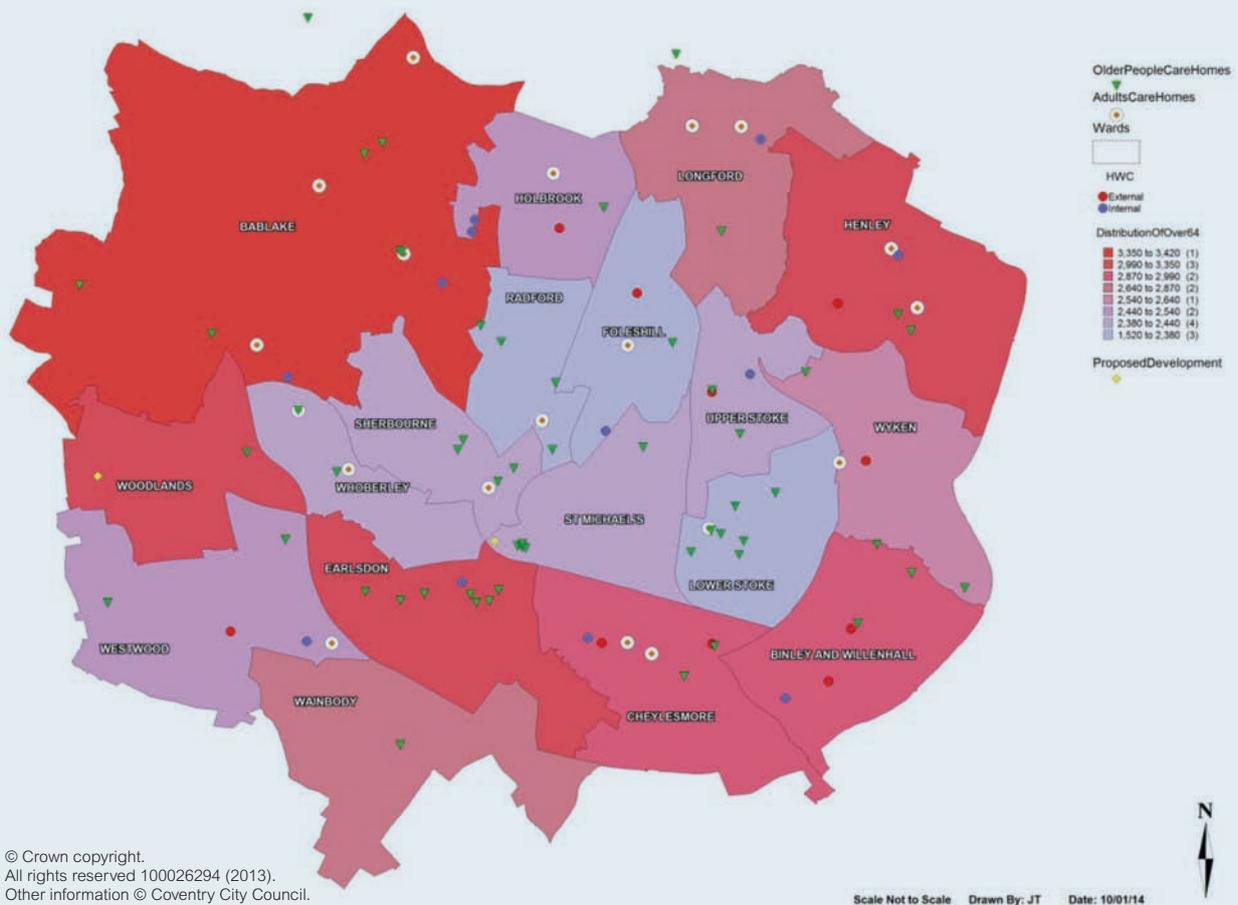
Map 4 shows the distribution of care homes (including nursing care) and housing with care provision for people aged 65 and over.

Key points

- Independently provided housing with care provision (usually of a higher accommodation standard) is currently provided within the East area of the City with little provision available in the West, even though these areas are considered as being more affluent
- The City Council provides housing with care provision mainly in the East of the City

Map 4 – Illustrating the location of care provision and distribution of people aged over 64.

Map of Care Homes, Housing with Care Units and Proposed Developments with Distribution of People Aged Over 64



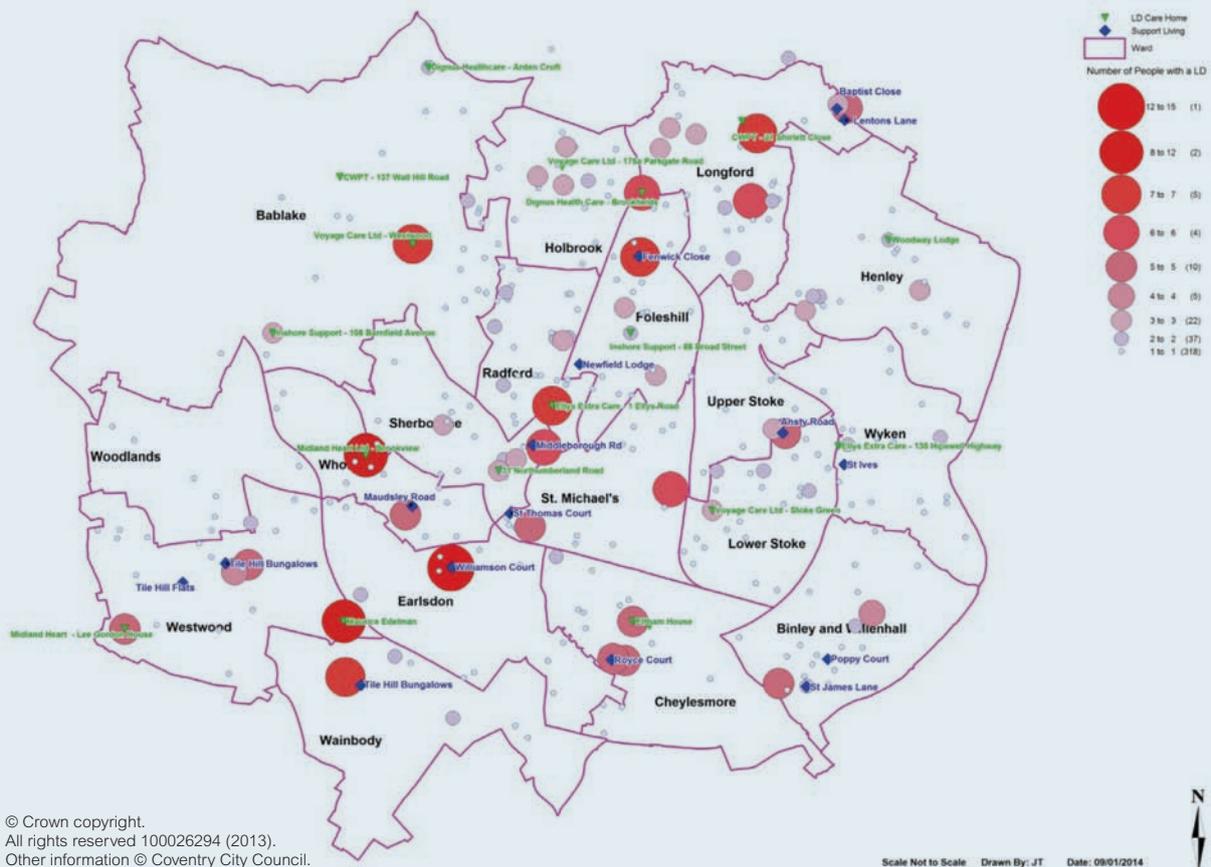
Map 5 shows the location of the services for people with a learning disability and shows the distribution of people aged 18-64 with a learning disability across the City.

Key points

- There are two areas of the City which have large numbers of people with a learning disability; these areas are the North East and the South West.
- This is reflected by the distribution of supported living facilities throughout the City.
- The North West of the City has a relatively small population of people with a learning disability yet has a comparatively large collection of care homes.

Map 5 – Showing distribution of people with a learning disability aged 18-64 and location of services.

Map Showing Support Living and LD Care Homes with location and number of citizens with a LD in Coventry.



Key points / statements

- There is no commitment on the Council to place people within any schemes / homes in the City therefore placing the emphasis (and risk) on providers to develop sustainable business models which aren't reliant on local authority funding.
- The Council's strategic support to the extra care model of provision and supporting people at home means that it is unlikely that the Council will increase the overall number of placements within care homes, but instead continue to only place people whose needs cannot be met within the community.
- The Council has committed to continue providing both Eric Williams House (residential dementia) and Maurice Edelman House (learning disability).
- Although the care home market is growing in Coventry, there remain difficulties in specific areas of specialist provision including challenging behaviour and complex learning disabilities which result in people being placed outside of Coventry and a restriction on our ability to repatriate people back to Coventry in particular adults with learning disabilities. This is an area that we would like to develop.

Opportunities within the care home sector are detailed further in the document.



Housing with Care

Over the past 15 years, the Council has delivered a 'New Homes for Old' programme which developed the housing with care market as a means of supporting individuals to remain as independent as possible. Housing with care is the provision of self-contained flats with access to on-site care and support as and when required, with some schemes having a range of accessible leisure and well-being services.

The Council currently provides 12 internal housing with care schemes which provide 373 places. The buildings are owned by Whitefriars Housing and people living in the schemes have their own tenancies. The care at each scheme is provided by the Council (as a registered domiciliary care agency with the Care Quality Commission).

The Council also commissions 249 places across 6 external schemes. The Council has nomination rights over these internal and external contracted housing with care schemes, and the Council's eligibility criteria is used in allocating places.

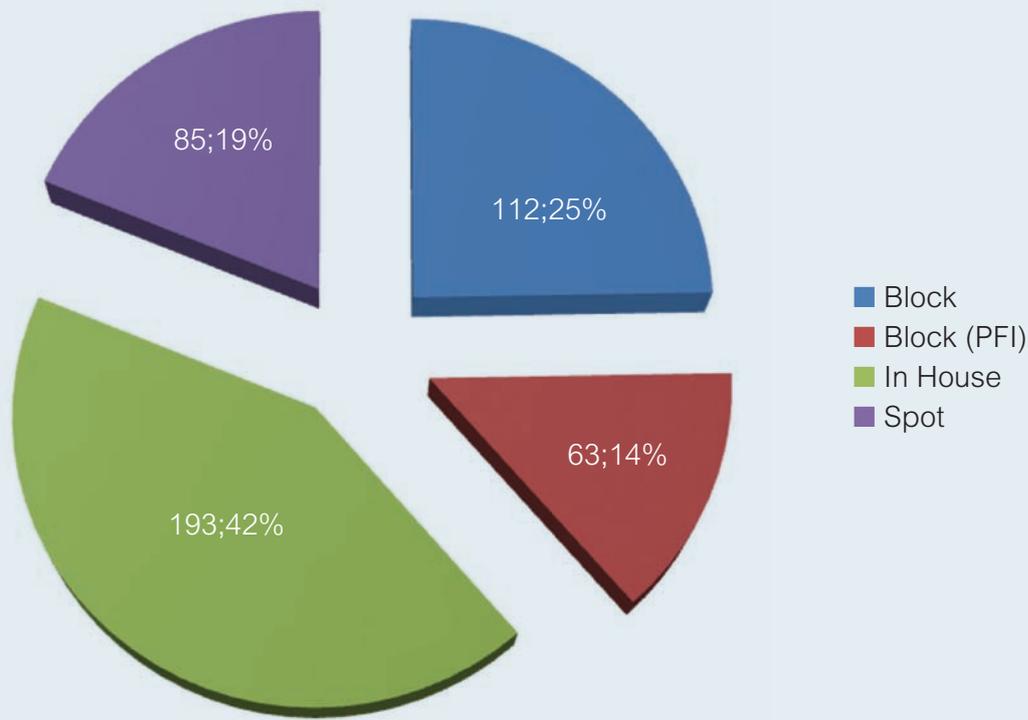
There are a further 215 places available across the external housing with care market and the Council can purchase places as and when required. This makes a total of 836 available places across the City. On average there are circa 30 vacancies across the whole market (3.5%) in Coventry at any one time. The local authority currently funds 453 people (with a net cost of £104,138 per week - average of £229 weekly placement cost).

A new scheme at the Butts, called the Earlsdon Retirement Village, will open in 2015 and will provide a further 262 places in Coventry across a range of tenures, including outright sale. The Council has agreed nomination rights for 52 places at the scheme. This is a mixed tenancy scheme which will provide opportunities for Coventry citizens to buy apartments thus releasing much needed housing stock elsewhere in the City.



Chart 4 below shows the distribution of local authority funded clients within the housing with care market.

Chart 4 – Housing with care distribution



Local authority and health procurement arrangements

Appendix 2 shows how accommodation based care and support procurement is broken down by services within the City. The key points for local authority procurement can be summarised as:

- The Council has a total of 9 block contracts for accommodation-based provision for older people
- Throughout the City there are 1,193 sheltered accommodation places available
- In total there are 16 internally provided services of which 12 are within the housing with care sector.

The Coventry and Rugby Clinical Commissioning Group (CRCCG) currently provides funding for all people placed within nursing homes in Coventry. The contribution is a standard rate - £108.70 per person per week. In addition to this the CRCCG place and fully fund people into nursing provision where their predominate need is health related. These places are commonly known as fully health funded places.

To support this client group the CRCCG currently have 3 separate contracts in place with a mix of providers including those Council contracts with.

² Sheltered housing is housing for older and/or disabled or other vulnerable people. Most commonly it refers to grouped housing such as a block or "scheme" of flats or bungalows with a scheme manager.

Summary

Recent social care contracting arrangements with care homes in Coventry has focused on spot purchasing places across the vast majority of homes with less than 10% of capacity currently under block arrangements (two thirds of this being under PFI provision). Market occupancy is circa 90% even where care home accommodation standards vary and demand is likely to increase for good quality care home accommodation. New provision has been proposed and is currently in development with at least 2 care homes opening within the next 12 months in Coventry.

Opportunities and considerations

1. The Council's current contract for block purchased residential dementia beds at Charnwood House will expire in Spring 2014. The Council is currently working on a range of options to ensure a best value approach to procuring a quality service at a competitive price.
2. Market sustainability and improving quality across care homes is vital. The Council will need to consider the way in which we contract / procure care home places. This may involve working with providers to support a sustainable level at competitive prices but also strive to improve accommodation standards across the City within social care provision.
3. There is an opportunity for the Council to work with the Coventry and Rugby CCG to jointly procure nursing care in care homes.
4. The Council currently provide care services in 12 housing with care schemes within Whitefriars owned properties. Standards of accommodation vary and some are not comparable to newer facilities in the City. With some of the older existing provision becoming harder to let, the opportunity to rationalise internal provision has arisen in line with encouraging the development of new provision in the City. Working with the market to block contract additional places across the City where spot purchase arrangements exist – this may mean that the Council can reduce commitments to other schemes in the City and / or expand its commitments at competitive prices.
5. Short term tenancies and short term residential beds (as part of short term services to maximise independence) to support hospital discharge and prevent hospital admission may need to be commissioned as part of our work to integrate services more closely with Health.





Community-based Services

Home Support

Coventry City Council currently operates a City wide tiered framework for home support packages which allows flexibility to purchase care and support based on a provider's ability to meet the needs of the service user based on both quality and price.

Support is commissioned at either a standard or enhanced level and the tables below show this split. In addition, 'sleep in' services are also commissioned from this framework along with Waking Nights and Carers' Breaks. This framework is used flexibly to ensure that people are supported to remain in their own home meaning that a number of home support related services are purchased from it.

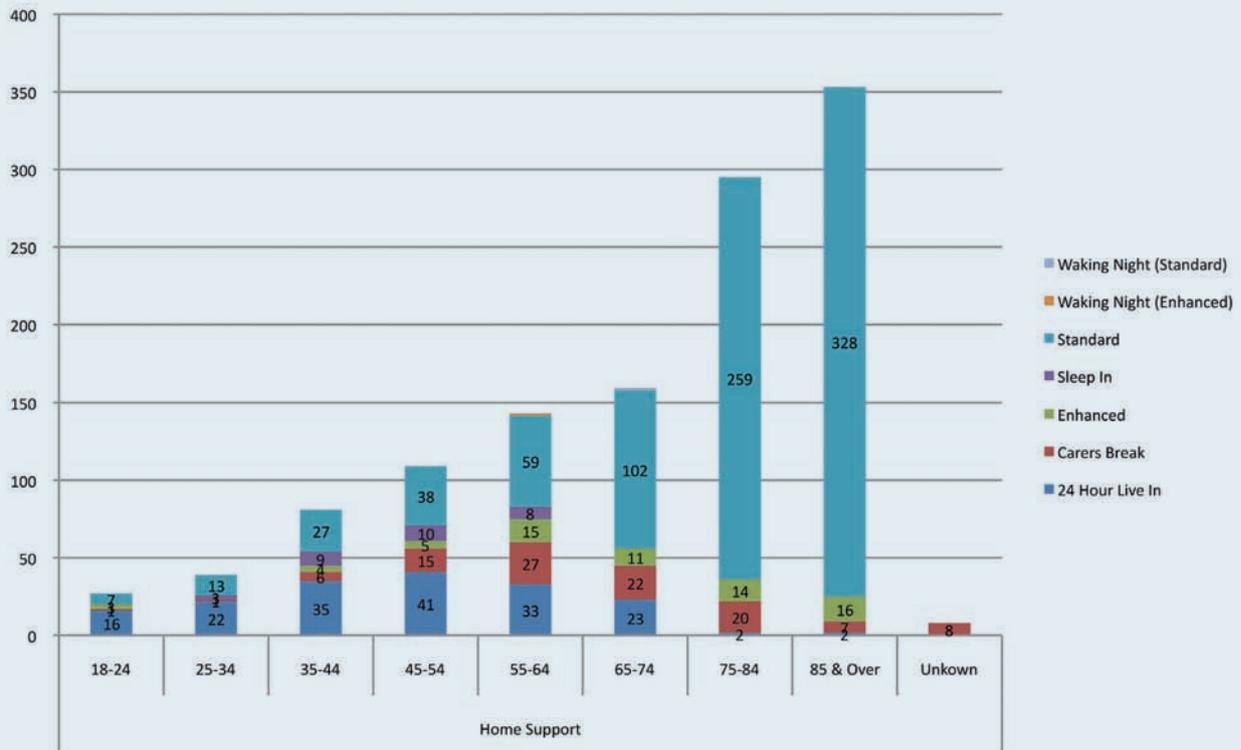
In total, Coventry City Council helps fund a home support service to 1,214 residents in Coventry, costing £343,592 per week which is an average cost of £283 per person per week. At the current rate of spending, the Council's annual home support cost across all levels will be circa £18m.

The Council also funds and supports circa 125 people with a learning disability through the provision of supported living arrangements, usually with onsite care and support as part of a small independent living environment.

The annual cost to support this group of people is approximately £4.5 million at a weekly average cost of £690.

The distribution of the clients receiving a home support package is shown in chart 6 on the following page.

Chart 6 – Age distribution of Home Support Packages.



As chart 6 shows, the age group with the largest population is the 85 & over which matches both of the national trends from the ONS of the number of people who are unable to manage at least one domestic task on their own as well as those people who are unable to manage at least one personal care task on their own.

Opportunities and considerations

1. Current contracts expire in 2014. The Council is considering options to ensure market stability and the delivery of quality services beyond this date.
2. Currently there are no block contracts within this sector meaning that capacity is sometimes difficult to secure at short notice, particularly at weekends and holiday periods. Different contractual mechanisms may be appropriate to deliver more robust seven day working arrangements as part of the Better Care Fund.
3. Options are currently being considered regarding the supported living services for people with a learning disability.

Direct Payments & Personal Budgets

The Government's personalisation agenda aims to give citizens choice and control over their care and support. Both direct payments and personal budgets are central parts to this. The Government wants direct payments to be the first option for people to organise their care and support if they are eligible for social care.

As well as being central to the Government's plans, direct payments feed into both the Council's and Personal Independent Framework priorities by; allowing people to stay independent for longer and giving people choice and control. Enabling people to stay in their own homes and giving them the choice to manage their own care will encourage and assist them in staying out of a residential setting for longer.

Currently, the take up within Coventry of direct payments (DP) is relatively low, this is mirrored at the regional level as the whole of the West Midlands has been identified as a low performing region in terms of personal budgets / personalisation. A piece of work to identify the number of users and specific spend / trend analysis will be explored in the future.

In order to increase the take up, direct payments are to become the first option for people within Coventry who are embedded on the social care journey. At the wider regional level, a pilot has been set up to address the low level of take up. Increasing the number of people planning and managing their own care will give providers the opportunity to attract more business. With the local authority not sourcing these packages, clients are free to choose which provider they wish to source and define their care package with.

Over 60% of Council funded citizens have an indicative personal budget allocated to them, this budget should be sufficient to meet their care needs, this figure is slightly below the Local Authorities' target of 70%. However, the vast majority of people leave the responsibility of sourcing their care with the Council.

In general, clients in Coventry spend their direct payment on on-going care; this is provided either by employing a personal assistant or via an agency. There has also been a sharp increase in the number of one off payments particularly to carers and to mental health clients to fund a range of short breaks, activities, sitting services, goods or equipment and domestic tasks or to support someone to recover in a number of creative ways.

The number of people receiving a direct payment in Coventry is circa 500. This number has remained consistent over the past 3 years.



Information and Advice

In 2012/13, the Council supported a number of voluntary sector and community resource organisations to provide adult social care information and advice services.

In the future we plan to target resources towards specialist information and advice services which provide specific support to clients and families and meet the Information and Advice requirements in the Care Bill.

There are opportunities to use existing Council resources, e.g. libraries, to provide more general information and signposting services and the Council will explore these mediums as a way to provide information on non-specialist services to Coventry's population.

Housing Related Support

Housing related support (HRS) typically provides support to set up a home or arrange and maintain a tenancy, managing debt and finances, developing domestic skills, counselling and advice and supporting access to other services i.e. healthcare.

During the financial year 2012 / 2013, the Council spent circa £3m with 25 providers which supply 77 schemes (30 contracts). HRS providers cover all adults, a diverse ethnic population and a wide range of social groups who are not otherwise eligible for services funded by the Council under Fair Access to Care Services (FACS). As there is no statutory obligation for the City Council to provide this support there are a range of options being considered which may enable adult social care to realise a saving of £1.5 million subject to consultation outcomes.

Carers Services

Adult social care provides two key services to support family carers: Information and Advice; and Direct Carers Breaks. Both service types are funded to support carers to continue in their caring role and to enable carers to live as normal a life as possible.

Information and Advice

The Council funds the Carers' Centre in Coventry to provide a range of information, advice and advocacy services. In addition to these services, the Centre also organises and runs support groups. The Carers' Centre is also funded by Coventry and Rugby CCG whilst also securing funding from other sources.

The Alzheimer's Society provides specialist information and advice predominantly to support family carers whilst also providing direct carers' services through dementia cafes.

Direct Carers' Breaks

Adult social care provides a range of direct carers' services which enable carers to take a break through: replacement care at an individual's home through home support; and residential respite. In addition, an emergency support service is also in place (called CRESS) which supports carers with emergency planning and cover as well as specific carers' training to empower and enable carers to fulfil their caring role.

Carers' services are currently under review and may be subject to a range of procurement options subject to consultation likely to start in 2013/14.

Day Opportunities

The day opportunities market in Coventry is mainly based around traditional centre based operations although there is provision for more personal activities.

The Council currently runs 10 day services across adult services in addition to managing a procurement framework of 25 providers.

Day opportunities are commissioned via a framework similar to that of home support. There are 30 providers on the framework each offering a variety of schemes from centre based to 1:1 support. In total 92% of all people receiving a day opportunity attend a centre, with the remaining 8% having a 1:1 session. There are 361 people currently receiving a day opportunity through the local authority with a current net spend of £23,768 per week (excluding meals and transport).

The Council's framework arrangement has succeeded in providing clients with a larger range of choices. The introduction of the framework also allowed the release of pre-committed funding with a number of underutilised day centres within the external market.

Numbers of people accessing day opportunities services (both internal and external) has reduced with 2 older people day centres being closed in 2012/13. As a result of the Bolder Community Services Transformation programme, there will be some rationalisation of centres.

Opportunities and considerations

- 1) Developing the day opportunities / services market to support people with challenging behaviour / advanced dementia. This may involve working with specific providers to ensure a joint risk management approach to contracting.
- 2) Partnership working with new residential / Extra Care providers to develop day opportunities within purpose built buildings with a range of accessible on site facilities.
- 3) There is a reliance on the local authority to provide transport to and from day opportunities which is both costly and disempowering for users. The Council's objective is to encourage citizens to make their own way / fund their own transport costs.
- 4) Further utilisation of third sector capacity to help people remain in their local community.

Short term services to maximise independence (formerly reablement)

The fundamental principle for reablement is that longer-term decisions about someone's care should not be made when they are in hospital and the appropriate people should have the opportunity for short term reablement services prior to moving onto longer term services, if needed.

Current short term services fall under 3 categories of provision: -

- Short term home based support services
- Short term residential based services
- Short term tenancies within housing with care services

The Council either provides or commissions services across this provision to support people to regain and maximise their independence together with key support from health commissioned services (therapist, co-ordinators, nurses).

A current position of service outputs has been established for the period April - September 2013. Key facts from this period are: -

- Circa 1000 people have accessed reablement services in this period
- Nearly 1/3rd of people who accessed these services did not require on-going services

Opportunities and considerations

1. The procurement of specific short term home support hours (reablement) will be commissioned to support the reablement pathway. It is proposed that this will replace the Council's existing internal and additional capacity currently commissioned through the independent sector.
2. Short term tenancies and short term residential beds (as part of reablement services) to support hospital discharge and prevent hospital admission may need to be commissioned as part of our work to integrate services more closely with Health.

Assistive Technology

The City Council has committed to a number of principles that underpin the way we provide services and work with local communities. In particular, people will be expected to do more for themselves; people will be as independent as possible for as long as possible; and we will only provide on-going support to the most vulnerable when they need.

Within adult social care, the main focus is to enable people to stay in their own home for as long as possible and therefore reducing the demand on residential and nursing care as well as intensive home support services.

The Council currently supports approximately 700 people with assistive technology. This has remained consistent over the last 3 years. It is anticipated that there is scope to dramatically increase this number in future years so that more people can be supported in the most cost effective way that meets their needs.

Telecare and the use of adaptations will be a key part of this as will the emerging technologies including those accessed through smart phones and tablets.

The role of assistive technologies links to effective use of reablement and the reduction in the requirements for on-going care and support and is therefore fundamental to the capacity of the City Council to support adults requiring social care within reducing resources.

Quality Assurance (QA)

The Council's current quality assurance approach aims to target all in-City providers with a blanket approach across the whole market. The approach involves contract officers conducting visits based on a choice of themes (i.e. policies, safeguarding, risk assessments) together with a visual senses check of the premises (particularly effective where these are accommodation based services).

Nationally, there has been a significant level of coverage regarding quality issues within care services, in particular care homes and home support services. The demise of Southern Cross across the country led to concerns around provider sustainability (and inevitable links to issues with quality); this is addressed within the forthcoming Care Bill where both the local authority and CQC have additional responsibilities and rights to ensure the wellbeing of residents.

Specific issues relating to Winterbourne View (a learning disability secure hospital) highlighted the lack of joint working across authorities and an inconsistent approach to monitoring services. There is now a robust process in place to monitor, review and plan future services / opportunities for Coventry's clients placed outside of the City.

Locally, the Council, in conjunction with Health, manage the care market to ensure quality standards are maintained. There are, however, provider issues around care quality in Coventry and this is a key area of focus for the Council. A range of risk management approaches are in place including placement stops, provider scrutiny and improvement plans.

The Council is currently reviewing its approach to quality monitoring with a focus on targeting time and effort towards those providers with significant issues thus adopting a risk management and mitigation approach.

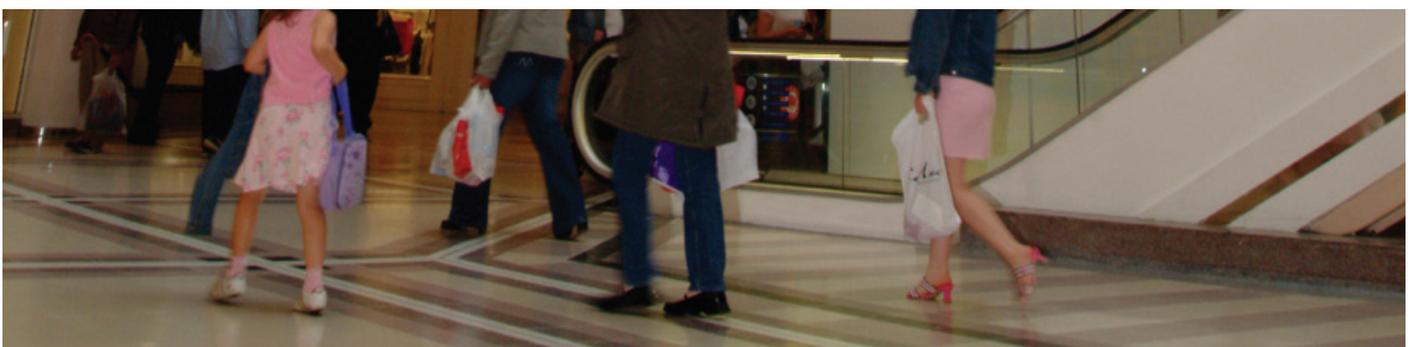


Summary and conclusions

The MPS is a document aimed at detailing Coventry's current service delivery and demand in the City whilst giving providers a summary of the opportunities available in the City over the next 12 months.

Key opportunities stated within the MPS document that may arise over the next 12 months are further highlighted below for provider note and consideration: -

- 1) The procurement of specific short term home support hours (reablement) will be commissioned to support the reablement pathway. It is proposed that this will replace the Council's existing internal capacity) and additional capacity currently commissioned through the independent sector.
- 2) Short term tenancies and short term residential beds (as part of reablement services) to support hospital discharge and prevent hospital admission may need to be commissioned as part of our work to integrate services more closely with Health.
- 3) Further utilisation of third sector capacity to help people remain in their local community.
- 4) Developing the day opportunities / services market to support people with challenging behaviour / advanced dementia. This may involve working with specific providers to ensure a joint risk management approach to contracting.
- 5) Options are currently being considered regarding the supported living services for people with a learning disability.
- 6) Current home support contracts expire in 2014. The Council is considering options to ensure market stability and the delivery of quality services beyond this date.
- 7) The Council's current contract for block purchased residential dementia beds at Charnwood House will expire in Spring 2014. The Council is currently working on a range of options to ensure a best value approach to procuring a quality service at a competitive price.
- 8) Opportunities for the Council to work with Coventry and Rugby CCG to jointly procure nursing care placements within care homes in the City.
- 9) The adult social care approach to personalisation and personal budgets will be further progressed through transformation programmes. Changing contracts and payment mechanisms to react to personalisation will be key to ensuring the success of personalisation. The latest housing with care tender has a strong emphasis on personal budgets and flexible use of providers through a core and flexible care and support model.



Feedback and questions

The commissioning team welcome any feedback and questions relating to the MPS and any new contracting possibilities. The MPS is a live document and will continually be updated and revised. However, where providers wish to open dialogue with the Council around new ideas, innovation and potential partnership working opportunities, the key contact email address is listed below.

Contacts

If you do have any comments please direct them in the first instance to SocialCareCommissioning@coventry.gov.uk

More information about Coventry City Council, Adult Social Care can be found at:

http://www.coventry.gov.uk/info/100010/health_and_social_care



Appendices

Appendix One

Council Gross Spend on Adult Social Care 2012-13

| Service | Gross Cost | Internal | | | Block | Spot |
|-----------------------------|--------------------|-------------------|-------------------|-----------------|-------------------|--------------------|
| | | OP | LD | MH | | |
| Residential | £29,587,787 | £1,490,000 | £911,000 | | £1,295,193 | £25,825,594 |
| Home Support | £22,881,732 | | £994,594 | | | £23,876,326 |
| Housing with Care | £5,681,774 | £4,532,000 | | | £715,112 | £434,662 |
| Nursing | £5,223,164 | | | | | £5,223,164 |
| Direct Payments – Supported | £2,164,930 | | | | | £2,164,930 |
| Day Opportunities | £2,773,000 | £643,000 | £1,430,000 | £75,000 | | £625,000 |
| Equipment & Adaptations | £1,287,360 | | | | | £1,287,360 |
| Shared Lives | £909,706 | | | | | £909,706 |
| Meals | £148,919 | | | | | £148,919 |
| Inco Laundry | £29,946 | | | | | £29,946 |
| Telecare | £25,379 | | | | | £25,379 |
| Short Term | £4,136,367 | £3,022,000 | | £742,000 | £372,367 | |
| Grand Total | £74,850,064 | £9,687,000 | £3,335,594 | £817,000 | £2,382,672 | £59,589,392 |

Appendix Two

Within Coventry there are three types of procurement arrangements: -

- **Spot contracts** – where no commitment on placements or funding is in place
- **Block contracts** – where the Council has committed to fund a fixed number of beds / places / units for a fixed unit price regardless of usage
- **Internal provision** – the Council's own provision in the City where the Council is a direct care provider.

The tables below show how accommodation based care and support provision is broken down by services within the city.

Table A1 – Older People Block Provision

| Service Type | Contact Type | Number of homes/ schemes | Number of places/ beds | Total Annual Spend | Unit price range |
|-------------------|----------------|--------------------------|------------------------|--------------------|------------------------|
| Residential | Block Contract | 3 | 137 beds | £4.29 million* | £525 - £650 per week* |
| Nursing | Block Contract | 0 | 0 | 0 | N/A |
| Housing with Care | Block Contract | 6 | 249 places | £2.94 million** | £100 - £350 per week** |

Table A2 – Older People Spot Provision

| Service Type | Contact Type | Number of homes/ schemes | Number of places/ beds | Total Annual Spend | Unit price range |
|-------------------|---------------|--------------------------|------------------------|--------------------|----------------------|
| Residential | Spot Contract | 36 | 1,048 | £11,437,587 | £367 - £744 |
| Nursing | Spot Contract | 12 | 455 | £2,733,370 | £410- £800 |
| Housing with Care | Spot Contract | 5 | 215 places | | £110 - £229 per week |
| Sheltered | N/A | 47 | 1226 | N/A | N/A |

Table A3 – Adults Spot Provision

| Service Type | Contact Type | Number of homes/ schemes | Number of places/ beds | Total Annual Spend | Unit price range |
|--------------|---------------|--------------------------|------------------------|--------------------|------------------|
| Residential | Spot Contract | 17 | 99 | £4.6 million | £399 - £2548 |

Table A4 – Internally Provided Services – Adults & Older People

| Service Type | Number of homes/ schemes | Number of places/ beds | Total Annual Spend | Unit price range |
|---------------------------------|--------------------------|------------------------|--------------------|-------------------------------|
| Older People Residential | 1 | 44 beds | £1.4 million | £642 |
| Adult Residential | 1 | 16 beds | £911k | £1092 |
| Housing with Care | 12 | 377 | £5.2 million | £261 - £343 (average £281) |
| Short term Residential | 1 | 25 beds | £900k | £754 |
| Supported Living / Transitional | 1 | 8 | £569,651 | £642 |

Table 5 – Number of recent new builds

Table 5 details the number of new schemes built in Coventry (since 2000) and any Council commitment for funding attached to each.

| Name of Scheme | Year Opened | Service Type | Total Capacity | Funding Arrangements |
|-----------------|-------------|-------------------|----------------|----------------------|
| Herald Lodge | 2012 | EMI Residential | 42 beds | Spot contract |
| Godiva Lodge | 2008 | EMI Residential | 40 beds | PFI contract* |
| Trinity Lodge | 2007 | EMI Residential | 40 beds | PFI contract* |
| Coundon Manor | 2011 | EMI Residential | 74 beds | Spot Contract |
| Leofric Court | 2008 | Housing with Care | 46 flats | PFI contract* |
| Wyken Court | 2007 | Housing with Care | 34 flats | PFI contract* |
| Henry Court | 2008 | Housing with Care | 40 flats | PFI contract* |
| Bevan Court | 2003 | Housing with Care | 41 flats | Block contract |
| Ribbon Court | 2009 | Housing with Care | 49 flats | Spot Contract |
| Poppy Court | 2003 | Housing with Care | 48 flats | Block contract |
| Alexandra House | 2002 | Housing with Care | 39 flats | Block contract |

**The PFI Contract in Coventry for care provision is a 25 year arrangement with Anchor Trust. This is for the build, maintenance and on-going care delivery of 5 schemes in the City.*

Contacts

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