



Reading
Borough Council
Working better with you

Market Position Statement

Reading Borough Council
2016 - 2019

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Forward

We are pleased to present a refreshed version of Reading's Market Position Statement, setting out our vision for care and support services in Reading borough, and the Council's intentions as a strategic commissioner of services.

Strategic commissioning is about analysing and prioritising needs in our communities and designing and delivering services that target our resources in the most effective way.

We are moving fast. We're heading away from a traditional commissioning system of centrally purchasing a limited range of care for all clients and racing towards creating a consumer-led model where people are empowered to commission their own support and help shape the market so they have the choice they need and want.

This is an exciting development for providers who are racing alongside us - but we recognise that the market can be uncertain and we want to work with businesses to ensure we understand and mitigate risks where we can. Our financial position is very challenging, and will have a significant impact, so we must grasp this opportunity to commission services differently.

The Council is a significant purchaser in the borough, able to provide intelligence, stability and volume to the market. We want our market to be of good quality, enabling people to define and achieve their outcomes safely and independently. We want to work with businesses who strive for excellence and who believe partnership working is the best way to deliver that excellence.

Change is vital for us all, and our service users and the community must be at the heart of that change. We welcome close working with organisations who share our aims and vision.

Our Corporate Priorities



Councillor Rachel Eden
Lead Councillor for
Adult Social Care



Wendy Fabbro
Director of Adult Care
& Health Services

Introduction and summary

Reading Borough Council, like all other councils, is facing significant financial challenges.

We expect a savings target in excess of £40m over the next three years on top of the £65m we have saved over the past four years.

We must ensure that people who are able to regain or retain their independence are properly supported so we can focus our limited resources on those who need us more. We will continue to focus on investing in early intervention and prevention to reduce dependence on long term care.

We want providers to offer our citizens choice, quality and value so that Reading residents who need support can take opportunities to live independently and maintain their wellbeing.

By working together with you, our partners, we will find creative and cost effective ways of meeting the needs our most vulnerable residents.

We need providers to reduce costs and work differently by identifying sustainable business models based on reablement and prevention.

We recognise the economic and social value of supporting the growth of local and community initiatives and will particularly encourage micro-enterprises in future as part of a growing, vibrant, local market place.

Our priorities

Adult Social Care priorities were agreed in 2015 and include:

- Enabling people to achieve and live full and independent lives
- Making best use of our resources
- Striving for economic growth through educational attainment and better access to employment
- Keeping vulnerable people safe

Who is this document for?

Our Market Position Statement is for independent, voluntary and community organisations who currently provide care and support services or who are interested in providing care and support services to reading residents in the future..

We aim to help you understand how to do business with us using:

- the present and future demands for services in Reading
- the Council's vision for personalisation and independence.
- The Council's commissioning intentions
- the support we offer - including staff training, improving quality and setting up a business in the town.

We've gathered data from a variety of sources including the Joint Strategic Needs Assessment, commissioning strategies and customer surveys.

We hope that you can use this document to learn about future opportunities and how you can best develop your services to address local needs.

We aim to encourage innovative thinking, engagement and dialogue between you and the Council.

We will always follow proper procurement process in line with EU directives and the Council's Standing Orders, but these rules do not prevent meaningful dialogue before procurement.



Our offer to providers

We see our providers as our partners - we aim to work with you in a number of different ways:

Our **Quality Team** is responsible for monitoring the quality of every provider we use and offers advice and guidance to help you meet the standards expected by CQC and those required by our contract.

We have recently developed a self-assessment tool for providers to help you identify where you are meeting (or exceeding) the required standard, any areas for improvement and the actions needed to address these issues..

We encourage you to sign up to **Reading's Dignity In Care Charter** to demonstrate your commitment to delivering services that put service users at the heart of what you do. Our Charter has 12 pledges towards dignity in care that were developed with service users, carers and providers.

Our **Workforce Development Team** offers a range of free and subsidised support and training opportunities for providers - including:

- Care e-learning and online social care e-assessments (like the Care Certificate),
- advice and guidance on training issues and
- a regular newsletter to keep you up-to-date.

We've also recently created a Registered Managers' Network to support people working in this often isolated profession.

We hold a **Care and Support Conference** twice a year where you can:

- gain insights into Government policy, innovative practice and updates on core standards.
- network with colleagues in your field
- build innovative partnerships outside your field and
- meet with commissioners and senior figures in the Council.

We also hold smaller Reference Group meetings which focus on topics like the impact of the Living Wage, the Ethical Care Charter and the Council's commissioning intentions.

We also invite providers on our to quarterly provider forums and hold engagement events before each significant procurement.

Our Offer at a glance



Listening to service users

We work with a number of groups and partnerships who hold regular meetings for service users, their carers, commissioners and providers:

- Older People's Working Group
- Carers Steering Group
- Physical Disabilities and Sensory Needs Network
- Learning Disabilities Partnership Board
- Learning Disabilities Carers Forum
- Access & Disability Working Group

These forums provide opportunities for service users and carers to share their experiences of using services and to work with commissioners and providers on driving up quality or developing new provision.

In addition, our Adult Social Care User Panel spans all services and allows people to become more involved in service developments through things like mystery shopping, appraising funding bids or sitting on interview panels. Recently the group completed some mystery shopping on the Council's information and advice provision online and by phone to identify areas for further improvements.

These groups always welcome new people and we encourage providers to promote these engagement opportunities to their service users, as well as accessing the minutes and reports of the various groups that are often available on the Council's website. See "Information and Links" at the end of this document.

We are aware that as a provider of services you often gain valuable insights into the views and needs of service users – we encourage you to share this feedback with us.

Healthwatch Reading is an independent organisation which supports people to have a stronger voice about local health and social care services. Healthwatch visit services, produces reports on the way services are run and makes recommendations to improve or help influence how services are set up.

As a consumer champion, Healthwatch Reading has an important role in encouraging people to have their say and challenge local services.

The views of service users (whether eligible for Adult Social Care funding or self-funded) on care and support is an important part of shaping the future of the local market. The range of engagement opportunities set out above has been used to gather feedback from people on priorities for care support, current experiences and gaps or areas for further development. This has informed the Council's Market Position Statement, and this will continue as the Council's work to shape the market develops.

Using Service User Feedback

We work with providers to collect and monitor feedback from people about the services they use. It is a contractual obligation for our providers to have their own internal quality monitoring activity and that service user satisfaction is measured as part of this.

Service user feedback is a key measure of quality in the Supported Living Accreditation Select List (SLASL) and the Homecare Framework and it will form part of the annual quality assessment of providers to determine their revised quality score.

What's most important to people who use our services?

Personalising support

As more services users have personal budgets to choose and arrange their care and support new information is emerging about their preferences. We now know that they prefer support that gives them more contact with their family, friends and communities over more institutionalised support.

Support to stay at home

When we interviewed people using homecare services in 2013, most people said how important their service is to enable them to manage their daily lives. Family carers also value the service to give them help with certain tasks or provide a 'back up' service so they are able to take breaks.

Although most people described their experiences of home care as positive, there were also a number of areas for improvement, including timeliness of visits, consistency of care workers and training for care workers.

They told us how important the services were to their daily lives, but also that there were some problems with short visits and workers arriving late.

We addressed these concerns when we commissioned our new Homecare Framework. All Framework providers have signed UNISON's Ethical Care Charter which includes commitments to paying travel time for staff and no 15 minute calls for personal care.



Support to access services in the local community

Our last consultation on preventative services showed there were a range of views about the most important support, showing that it is important to offer choice and a range of provision. The Let's Talk Care consultation in 2013 showed that day care and activities for older people are valued services and older people want support to stay in touch with their communities.

Neighbourhood Focus

Recent cross-Reading feedback from older people has been that they want to be able to access more services from local places like GP surgeries, community centres and libraries.

Patient and service user groups support the idea of care services being 'clustered' at a local level.

Support to find employment

Working age adults with long-term conditions (including learning disabilities, autism, mental health needs and physical disabilities) told us they want more support to help them find and stay in paid work.

Living independently

Users of Supported Living services have highlighted that being able to live independently is a key outcome for them, with help to manage money and maintain their flats rated as very important.

Family carers also talked about how they valued that supported living helped their relatives to develop social networks and maintain skills to live independently.

We used their feedback to shape the requirements for our new Supported Living Framework.

Integrated Services

We know that people who need support want to tell their story only once, with professionals who work together and share pertinent information to ensure that the support they receive is relevant, timely and coordinated.

Resources and Demand Profile

The social care market in Reading is traditional, though varied in terms of the range of independent, voluntary, charitable and faith organisations who provide it. This section is designed to help you understand and represent the wider market context and potentially to assist with funding opportunities or business development.

Reading overview

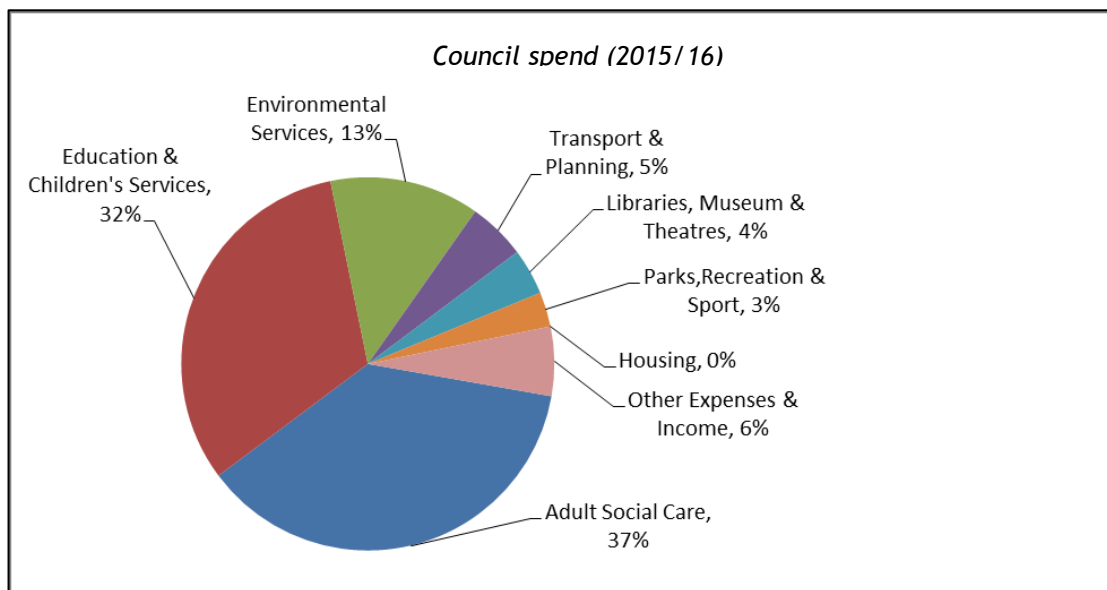
Reading is the fourth largest urban area in the South East. It is a UK top-ten retail destination with a thriving night-time economy, serving a population that extends far beyond the Borough's boundaries. There has been a huge structural shift from the town's working class origins of beer, bulbs and biscuits to a compact service economy specialising in business services.

Strategically located as a major transport hub and in close proximity to Heathrow, Reading is now home to the largest concentration of ICT corporations in the UK and is the service and financial centre of the Thames Valley and beyond.

Equally graphic is the scale of the gap between Reading's most and least prosperous neighbourhoods. Reading has, within a small geographic area, some of the most affluent and the most deprived neighbourhoods in the whole of the Thames Valley.

Reading has a diverse population across all income groups and a very wide cultural mix. It has extremes of both wealth and poverty in very small areas that are masked by statistics at borough and even ward levels¹

We predict a steady rise in demand for Council funded services in the medium to long term as a result of demographic pressures. This won't be matched by an equivalent growth in public funding. In fact, since 2010 local authority funding has continuously declined.



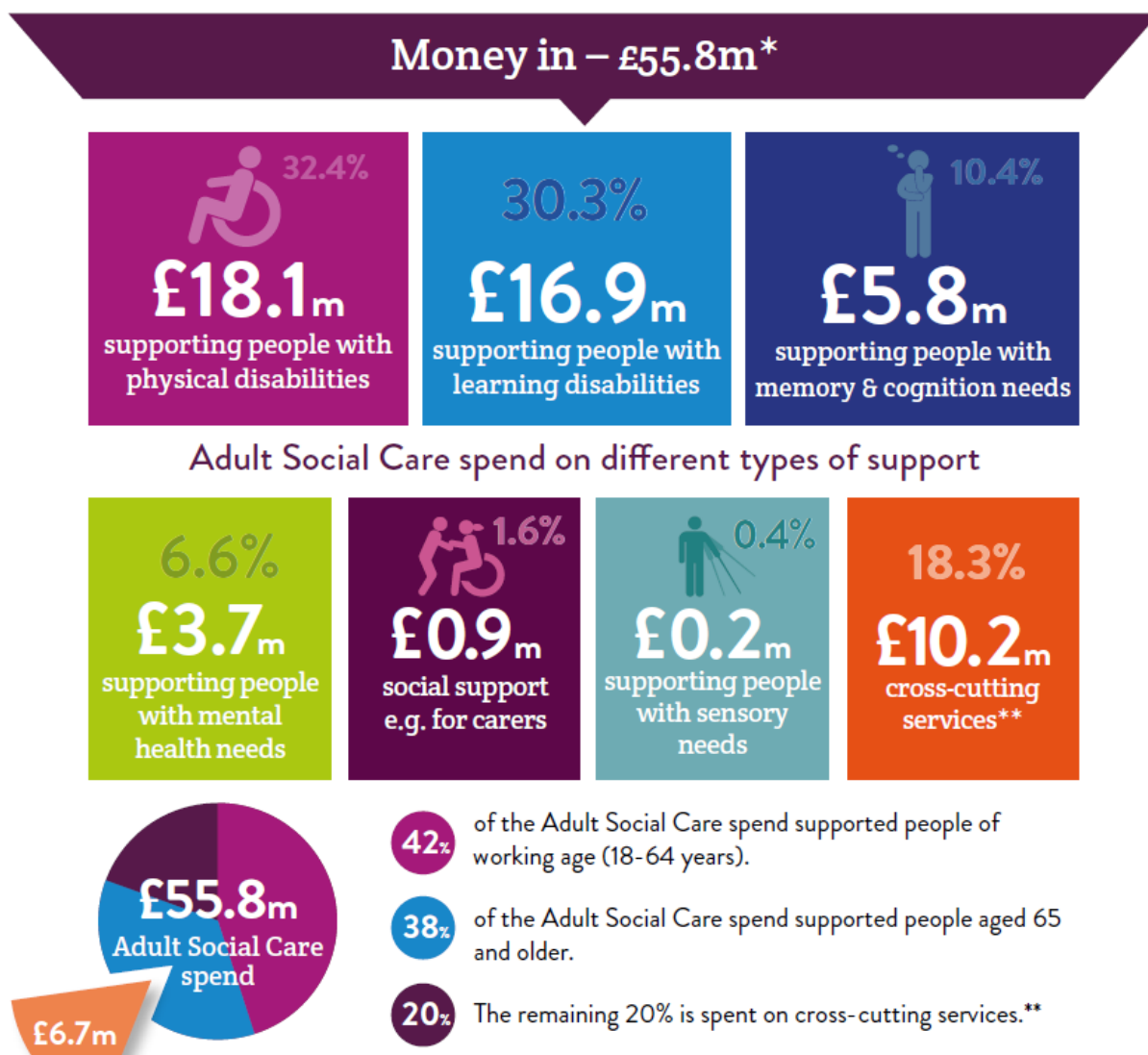
Demand for social care in Reading is increasing, but can be influenced by a greater emphasis on prevention and independence. In recent years, the Council's focus has shifted towards providing short-term, intensive support to promote independence.

We project the older population in Reading will increase by 9% (1800) by 2020 and 23% (4400) by 2025. The number of people over 85 will increase by 15% (500) in 2020 and 30% (1200) by 2025. This is significant and suggests a rise in the complexity of needs as the number of people with dementia increases

¹ Poverty Needs Analysis

42% of the Council's net budget is spent on adult social care services. We currently have 19,400 people living in Reading who are 65 years and over - we estimate that this will go up to 26,700 by the year 2030. Last year we supported 2,890 adults (including 510 carers),.

42% of the Council's net budget is spent on adult social care services – the largest single area of spend for the Council.



Employment

Reading presents a very mixed picture in terms of wealth, industry and workforce. Within Berkshire, Reading and West Berkshire represent the largest economies in employment terms. Reading has the highest number of filled jobs in Berkshire (115,310, compared to Wokingham's 86,770 and West Berkshire's 110,450) but the lowest rates of employment growth (10.6%, compared to Wokingham's 36.1% and West Berkshire's 31.9%)². Reading also has one of the lowest proportion of working age residents either in or seeking employment (76.4%, lower than the South East's 80.1% and GB's 77.5%) and the highest unemployment rate in Berkshire (5.1%, higher than the South East's 4.4 and just in-line with GB's 5.7%).

² Berkshire Functional Economic Market Area Study Feb 2016

The social care sector is underrepresented within the Berkshire economy when compared with the wider regional average. Instead, Reading has a high representation of retail and financial services.

The data suggests a significant gap between people who are employed and skilled in Reading's high economic value areas and those who are unemployed and unable to engage with those service areas. It is valuable for the area to remain a mixed economy, with the ability to house and sustain people with a range of skills and income.

Wages

Through the Home Care Framework and the Supported Living Framework, our providers pay the National Living Wage Foundation's Living Wage. This is higher than the Government's recently announced National Living Wage which replaces the National Minimum Wage. We expect all providers to ensure they are meeting their legal requirement to pay the National Living Wage, but have found many providers are unable to recruit and retain staff at this pay level, and already pay staff at the higher rate. There is a great deal of competition for low pay work in Reading, and the skills and demands on carers means that attracting good staff means paying a fair wage.

The adult social care precept

We expect to make total savings of over £115m between 2011 and 2020.

Over the last five years the Government has cut the Council's income (Revenue Support Grant) by £39m resulting in major changes at the Council. By the end of this financial year we will have saved almost £65m from our budget since 2011 and lost nearly 700 roles.

In 2016/17 our Government grant (the Council's main grant income) will reduce by 30%. This is the highest 'cash cut' in Berkshire despite Reading having more residents, more visitors and significantly more demand on most Council services than our neighbours.

The adult social care precept announced in the 2015 Spending Review amounts to an additional £1.4m income for Reading, half of which is raised through increased Council Tax. This represents 3.6% of social care costs, in the context of a 30% cut from Government. We will spend the precept on shortfalls in adult social care to ensure support is targeted at those most in need.

A fair price

Like other councils, we are facing unprecedented financial and demographic pressures. We are committed to paying a fair price, which offers sustainability to businesses and value for money to the taxpayer.

Providers who work closely with us are able to ensure their prices enable their business to grow and flourish, but there are some who prefer not to share information on their costs.

We want to explore open book accounting as a way of building partnerships and supporting sustainability within the market place, acknowledging that private businesses need to take a profit, and services provided by community organisations are rarely free.

We welcome your view on this and any other approaches. We plan to use our reference groups, provider forums and care & support conferences to discuss this further.

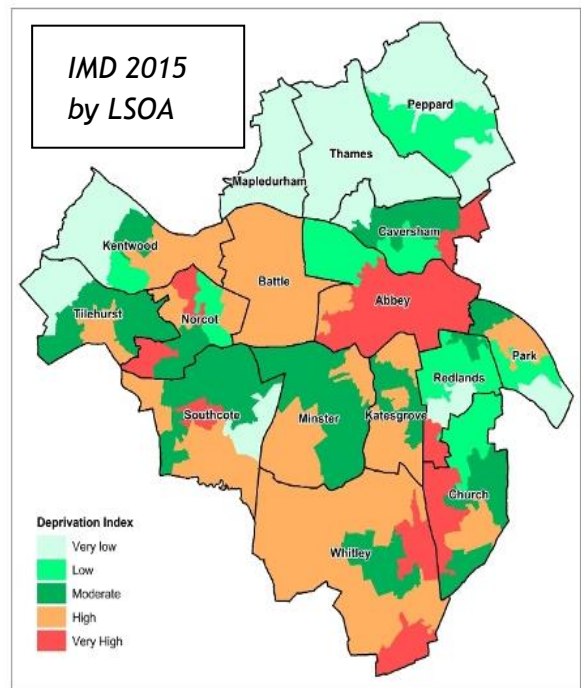
Demand for publicly-funded social care

According to the Indices of Multiple Deprivation (IMD), Reading was ranked the 125th most deprived out of 326 local authorities in the country. Reading exhibits marked extremes at a more refined locality level and, in this respect, is very different from any other local authority in the South East region.

The map shows the areas (Lower Super Output Areas) within Reading having the highest levels of deprivation according to the IMD, which identifies deprivation to be most prevalent in:

- South Whitley and the Northumberland Avenue area in the south of the borough
- throughout Abbey ward in the town centre and
- specific neighbourhoods in the otherwise affluent west and north areas of the borough (areas of Norcot, Southcote and Lower Caversham).

Most areas with high levels of overall deprivation also have a high level of health deprivation (high risk of premature death and impairment of quality of life through poor physical or mental health). 2011 census data shows that 11.3% of the overall Reading population and 15.5% of Reading's children and young people aged 0-18 years, live in the 20% most deprived LSOAs nationally.



The quality of council-funded care is of a good standard - overall:

- 78% of providers used by the Council are good or compliant
- 9% require improvement.
- 13% have not yet been inspected by CQC.
- The Council's in-house services are all rated 'good' by CQC.

Self-Funding Market

During 2015 house prices in Reading increased by 17.1% to an average of £266,045. As a comparison, in Slough, prices rose by more than 14% to £226,0961.

Although this might indicate an increase in personal wealth in the town, and therefore an increase in the self-funding population, we believe that many properties near the centre of Reading are buy-to-let rather than owner-occupier – reflecting the commuter population attracted by Crossrail.

The Personal Social Services Research Unit (PSSRU) estimates that 13.2% of all older people receive social care services, of which a quarter fully self-funds their care.

We provide social care support to 1834 older people (10% of the 65+ population). Extrapolating from the PSSRU research we estimate that 611 older residents self-fund their care.

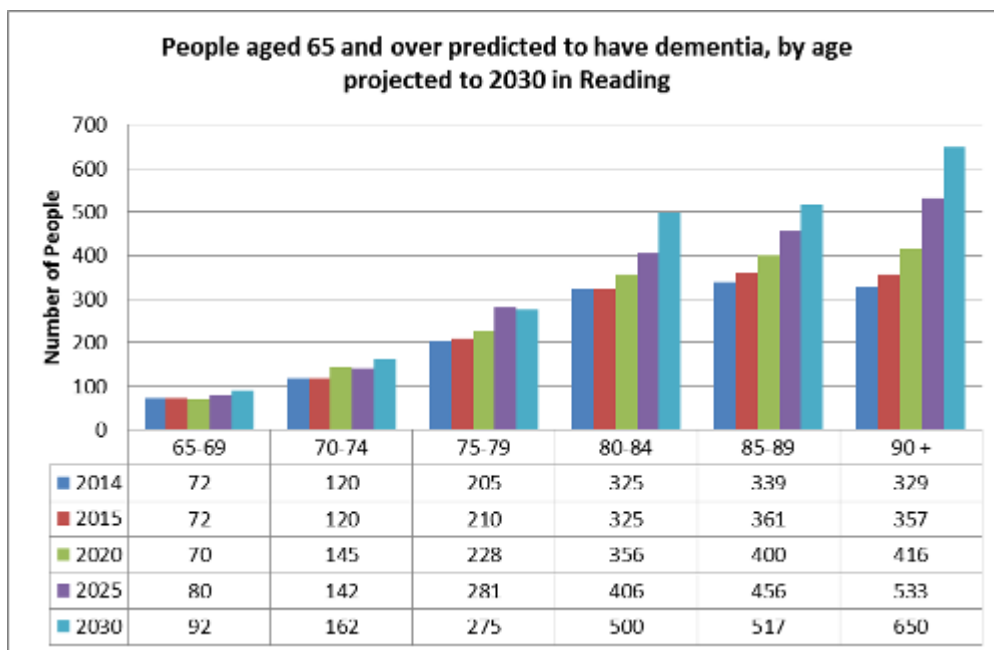
Key Care/Support Prevalence data

It is crucial that service providers recognise the pressures on the overall health economy caused by dementia and long-term conditions such as heart disease and stroke. You can find more information on this, and a range of other issues, in the [Reading Joint Strategic Needs Assessment \(JSNA\)](#)

After cancer, the next most common cause of premature death in Reading is heart attack and stroke. Reading has the highest rate of premature mortality resulting from heart attack and stroke amongst the 15 local authorities with the most similar characteristics. The third most common cause of death in Reading is respiratory disease.

Both Cardio-Vascular Disease (CVD) and heart disease are more prevalent amongst more deprived groups (Health and Social Care Information Centre (HSCIC), 2011) and BME groups (PHE, 2016; BHF, 2016b). Reading has an ethnically diverse population, including a large population of South Asian residents - 12.9% of the total population in 2011.

We estimate that between 2010 and 2030 the number of older people with dementia in Reading will increase by 750 to 2196. - the majority of these will be aged 75 and over. Combined with the projected increase in older people in Reading as a result of people living longer, there is likely to be an increase in demand for services to support people with dementia as well as their carers and families.



(Source - POPPI data 2014)

Summary of key health issues for older people

- Cancer, heart attack, stroke are the biggest causes of premature death
- CVD and heart disease prevalent in deprived and BME groups – high in Reading
- Dementia is a growing issue, particularly 75 plus

Further data is available in the JSNA, the Wellbeing Position Statement, and the CCG's Commissioning Intentions document.

Demand and Supply Market Analysis and Commissioning Intentions

This section gives an analysis of current market provision with trends and current and future commissioning arrangements which are summarised as potential business or development opportunities.

Community support services

Current Provision

The Council's Adult Social Care service includes:

- Free advice and information about local care and support services and other support, and how to access these
- Up to six weeks intensive support and therapy to help people regain strength, confidence and independence following an illness or injury. The service is free and is provided by the reablement service staffed by health and social care professionals.
- Simple services such as equipment and emergency alarms for people having difficulty in carrying out routine tasks. The assessment for this is free, but there may be a charge for some pieces of equipment.

Reading's Adult Social Care service offers direct support to organise care for those with higher level needs. Reading has a strong voluntary and community sector that delivers a wide range of support and services. This sector can often offer support to those with care and support needs that might not come into contact with Council services.

The Council has tendered for a provider of floating support, aiming to support people to live independently. Floating support is one element of the Council's support for vulnerable people to reduce homelessness and prevent their future need for care and support.

Our Position

We recognise the importance of services that prevent individuals from needing social care support in the future. Individuals eligible for social care funding are those identified as having substantial or critical needs (Fair Access to Care Services). A range of services can be classified as preventative, including advice and guidance, signposting and Assistive Technology/ Equipment.

Voluntary and community based organisations in Reading have a proud history of supporting people to enjoy healthy lives. Local organisations support people with long term health conditions, those who may need extra support as they get older, and people who provide unpaid care to friends, family and neighbours.

Our new Narrowing the Gap Framework covers funding available from the local authority to support cross cutting corporate priorities relating to tackling poverty and thriving communities, as well as meeting Adult Social Care and Public Health outcomes. The aim is to develop this Framework to reflect the emergence of joint commissioning arrangements with Clinical Commissioning Groups and neighbouring local authority partners.

We are trialling a new way of working called '**Right for You**' which is a significant change for social care, and will increase demand for preventative and community services. Under the Right for You



model, we aim to connect people to their local community and resources and so support them to help themselves.

When people are in crisis or need short term help we will offer an immediate 'emergency plan' and work closely with people to see this through. We won't attempt to make long term plans with people while they are in crisis, but if they need ongoing support then when the time is right we will support them to make use of a Personal Budget to take control of getting the life they want. The Right for You teams are capturing a wealth of data about community assets which is being used to develop our preventative information offer to all residents via the Reading Services Guide, and inform our future commissioning and community development work.

The Council recognises its duties under the Care Act to ensure that local people have a good range of wellbeing services to choose from. Our aspiration is to continue to have a vibrant local market, which is resilient to funding challenges, working with us for the benefit of the Borough and providing grass roots services. There are over 900 voluntary and community sector organisations listed on Reading Voluntary Action's local directory. In addition, there are 360 social action projects being delivered by faith groups in Reading.³ These include debt advice, job coaching, delivering emergency food parcels and offering vulnerable people a safe place to belong and to build friendships.



Development Opportunities

Building your profile as a care organisation will be more and more important as we encourage people to use the resources in their communities. Ensuring you have an attractive and up to date listing on the Reading Services Guide is important, and getting communities involved in your work will be key.

We want to work closely with the voluntary, community and faith sectors through mutually beneficial partnership arrangements to make sure that the services we support and commission are efficient, effective and delivered to meet the needs of citizens.

³ *Cinnamon Faith Action Audit (Reading)* – Cinnamon Network (2015)

Advice, Guidance and signposting

Current provision

The Reading Services Guide (RSG) is the Council's online directory of local services. It was launched in 2014 as a more user-friendly and accessible tool than the Council's previous online directory of services

The Council established ReACT (Reading Adult Contact Team) in 2010 as a single point of access for Adult Social Care. The team:

- help callers identify and access low-level services
- supports professionals and residents by co-ordinating referrals for Adult Social Care support.
- ReAct is based in the Council's Call Centre and takes calls Monday to Friday from 9:00am to 5:00pm.

We have a partnership arrangement with My Care My Home in to meet statutory duty to ensure people can access financial information and advice to help them plan for future care costs..

We also publish a range of leaflets about the Adult Social Care services we provide which are available online or in paper form. We are re-formatting our Adult Social Care leaflets into a factsheet format to make them more accessible electronically - in line with our Digital by Design policy.

Our Position

Ensuring that people with care and support needs can access reliable high quality information about local services is a priority. This empowers them to understand their options and make good choices about maintaining their independence. We are developing a separate Information and Advice Strategy to take this forward.

In the 2014 -15 Adult Social Care Outcomes Framework (ASCOF) return:

- 77% of our service users said they found it easy to find information about services. This is slightly higher than the average for similar local authorities and the England average (both 75%), but 2% lower than in 2013 - 14
- 63% of Reading carers surveyed said they found it easy to find information about services, which is lower than the results for similar local authorities (65%) and the England average (66%).

We launched our Reading Services Guide (RSG) in 2014 to provide a user-friendly and accessible tool online directory of services.

The number of unique visits to the RSG continues to grow. From April to September 2015 we had an average of 43,428 visits per month compared with 36,367 over the same period in 2014.

92% of users surveyed in 2015 found the information easy to understand, accurate and up to date, useful and appropriate.

We work closely with providers to support them to maintain their entries and promote their services to new users.

Under the Care Act 2014 we have a clear responsibility to provide information and advice services for everyone with care and support needs, including those who fund their own care and support.



We have entered into a partnership arrangement with My Care My Home in order to meet our statutory duty to ensure that people can access to financial information and advice to help them plan for their future care costs.

36 referrals were made to this service between April and September 2015, Of these 6 people went on to access specialist independent financial advice which they paid for themselves. Feedback about the service has been very positive, but we need to increase the referral rate to ensure Reading residents understand their financial entitlements and options so they can plan ahead effectively..

Development opportunities

Good information and advice means that customers are empowered to make their own choices and decisions and reduce their dependency on public services.

We will build on our existing Reading Services Guide and consider developing an e-market place from it so people with personal budgets or private funds can understand their options, choose services that are right for them and buy them online. Providers will want to ensure their profile on the Reading Services Guide is up to date and attractive

You can also make use of these services to enhance your own offer – for instance, if you are aware of clients who may benefit from financial information and advice you can refer to My Care My Home directly.

Assistive Technology (Telecare) and Equipment

Current provision

NRS Care hold the contract to provide community equipment across Berkshire – this will be re-tendered in 2016.

Forest Care have the contract for rental equipment and call-centre monitoring.

Our position

Telecare is useful at home and can also be used in care homes. The council expects all our providers to use telecare to maximise potential and efficiency in all cases.

Telecare devices which can monitor multiple residents movements are also available for use in care homes – for example

- movement and door sensors can alert staff if a resident leaves the building or is moving around and needs attention.
- Bed and chair sensors can be used to alert staff if someone stands up or gets out of bed.- this can reduce the number of intrusions for residents at night and allow staff to focus on other tasks.

We are working closely with NRS Care and Forest Care to improve and enhance services through greater use of technologies which can improve independence and quality while reducing overall care costs.

We are already working with homecare providers to reduce the number of calls requiring two carers by using new equipment, and want to extend this to extra care and residential, particularly to reduce or replace night support with assistive technology.

We want to work with providers to think about innovative solutions which show how Assistive Technology can provide independence and opportunity for service users to self-direct their own care.

We will promote the new ideas Assistive Technology now brings for individuals and providers and aim to make this a core part of our offer.

Business & Development Opportunities

Organisations who are interested in making efficiencies and improved client experience through telecare and assistive technology are encouraged to make contact with our providers.

The Berkshire equipment contract ends in March 2017, with an opportunity for providers to bid for the new contract during 2016.

Direct Payments

Current provision

The number of service users taking Direct Payments in Reading is very low at 10% - we aim to increase this to at least the national average of 25%.

A key part of this is promoting this choice of services to people with direct payments and establishing easy ways to purchase these. This needs to align to the work to review the Reading Services Guide, for example to look at introducing an e-marketplace function.

The Council currently has a contract with ENRYCH Berkshire to provide direct payment support services to people, which helps with the recruitment and employment of a Personal Assistant (PA) if people choose.

Our Position

Everyone using social care in Reading should be able to exercise choice and control over their own care budget, and where possible, people should be empowered to purchase and directly influence the provider of those services themselves.

In Reading, the number of people who choose to take their Personal Budget as a Direct Payment continues to be very low

We aim to increase the take-up of direct payments to match the national average of 25% as soon as possible. We want to increase service user choice and control over their care and support, and enable the market to provide a wider range of opportunities to support a personalised approach to care and support. Our staff want to be more creative in care planning and supporting people to choose the care and support that will best deliver their identified outcomes, and we want everyone to be excited and engaged with the new markets in this area.

There are currently around 150 service users (10%) with direct payments, compared to a national average of 25%. We expect to increase this number to 383 direct payments (25%) in 2016. A further increase to 536 (35%) will take place in 2017.

Service user group	Number of clients	% with a direct payment (Nov 2015)
Physical support (18-64)	241	23%
Learning disability support (18-64)	304	13%
Support with memory and cognition (18-64)	12	8%
People aged 65+	827	6%
Mental health support (18-64)	148	4%

In January 2016⁴ people using direct payments said:

- the choice and flexibility afforded by direct payments is most important
- the bureaucracy is challenging
- It is important that providers don't charge Direct Payment users more than they charge the Council.

⁴ Direct Payment Service Users 24% response rate

Like many councils, we are considering using pre-paid cards for direct payments. Card schemes have a number of benefits:

- it is quicker and easier to set up a direct payment - currently one of the biggest barriers
- it easier to keep track of spending and makes the monitoring of a direct payment less onerous for service users and Council staff.
- direct payments can be used by people who can't set up a bank account (a requirement of our current scheme)

Business & development opportunities

The Council's contract with Enrych Berkshire, which provides support to people managing Direct Payments, is due to end in March 2017. We are reviewing our requirements for direct payments support now to inform our future plans. People with direct payments need varying types of support services, which could include employment and/or payroll (if they choose to employ a Personal Assistant), or a Managed Bank Account if they are unable or unwilling to take on the full responsibility of direct payment management.

We want to work with the market, particularly the voluntary and community sector, and arts and cultural providers to consider how they can shape their service offer to meet the eligible needs of direct payment users and develop their business models to work for individual payments.

Ensure your business's profile is up to date and attractive on the Reading Services Guide – this is a key way for direct payment users to find services to buy. We will also use the guide to help identify gaps in the market, informing providers of development opportunities.

Individual Service Funds (ISF)

Our Position

Individual Service Funds (ISFs) are a different way to manage someone's care and support, where the service user's personal budget is given directly to the care provider. The provider then works with the service user directly to agree how they would like to spend their money to meet their needs.

ISFs can be a good alternative for someone who wants to have more flexibility or choice over their care and support, but doesn't want (or it wouldn't be appropriate for them) to take on the responsibility of a direct payment.

ISFs are not new – they have been used in various parts of the country for 20 years – but they are still rare. Only 1% of current Personal Budget spend nationally is delivered through an ISF.

We are keen to introduce ISFs in Reading as one of the options for people to manage their Personal Budgets. ISFs fit with our strategic aims to give people more choice and control over how their support meets their individual needs, to focus more on outcomes achieved by someone's care and support, and to develop closer working relationships with providers who we know will support these aims.

Development opportunity

We plan to pilot ISFs with a small number of service users with suitable circumstances to understand how they work and learn lessons before we introduce these more widely.

ISFs can work for any service user groups, although we are especially keen to use them in Supported Living settings for people with physical and/or learning disabilities.

We want to encourage providers with experience of, or an interest in, Individual Service Funds to explore this with us.

Day Opportunities and Community Activities

Current provision

Day services for older people and people with physical disabilities are currently provided by the Council at The Maples Resource Centre in Southcote. Work is underway to move this service to Rivermead Leisure Centre in autumn 2016. As well as being a more efficient space, the aim is that co-locating the services will increase and widen the range of activities available to people with complex needs and also encourage more family carers to access fitness and wellbeing services whilst those they care for are receiving respite care within the Centre.

We continue to review this service in order to adapt to changing need and preferences.

Our position

We are committed to providing day services for older people based on open discussions with service users and potential future service users on how best to offer a wider range of activities and more flexible ways of using the service.

We will continue to:

- offer specialist day services for support for older people with complex needs
- continue to develop neighbourhood based opportunities for older people to maintain and develop friendships and enjoy active and independent later lives

Day services are an example of how Direct Payments can work well to facilitate service user's choices.

In 2013 we asked older people, carers and community groups for their views on the future of day care services for older people. Feedback was broadly in favour of combining traditional day care with other services. People particularly liked the idea of greater choice and more flexibility around taking part in activities with others.

There was a recognition that care for those with high needs should be available from a specialist service alongside better access to neighbourhood based activities for the greater number of older people who are not so frail.

Development Opportunities

GLL is creating an older people's lounge at the Rivermead site to encourage more older people to use centre facilities and is keen to work with the Council and local voluntary sector to offer a wider range of services and activities for people of all abilities.

Day services are an example of how Direct Payments can work well to facilitate service user's choices, and may become a growing area for providers.

Carers

Current provision

We take account of carers needs when we assess the needs of the person they care for.

Carers are offered a Carers Assessment which looks at the impact caring has on their own health and wellbeing to identify any help they are eligible for. This may include a Carers Personal Budget (either a one off Direct Payment to spend on things they feel will relieve the stress of caring or a support plan), adaptations and equipment and emergency back up.

We commissioned a new service (from April 2016) to support carers to manage caring, and another service to enable and empower carers to enjoy a life outside of caring. Further information can be found in the Council's Wellbeing Position Statement.

We work in partnership with health services and voluntary sector organisations to provide support to carers and ensure they have access to information and advice. This includes increasing awareness of carers, supporting carers to take breaks from caring and facilitating access to training and peer support.

We support young carers (19 years and younger) through the Young Carers Project which ensures they get a break from caring and support to help them manage their caring responsibilities.

Our position

In the 2011 Census 7.9% of the local population (12,315 residents) identified themselves as carers. 2,599 of these carers said they provide 50+ hours of unpaid care each week.

We know that:

- unpaid carers are more likely to suffer from poor health, which worsens with the amount of care they provide,
- a significant number of carers are over 65 - an age where health problems and disability are more prevalent.



We anticipate the number of carers requesting a Carer's Assessment will increase with new rights under the Care Act and the Children and Families Act in 2015. The Care Act gives carers the right to services in their own right, including a **Carer's Personal Budget** if they meet national eligibility criteria.

The new Berkshire West Carers Commissioning Forum (BWCCF) is developing strategic plans and commissioning arrangements for supporting carers – the strategy will be published next year, supported by local Action Plans for carers.

You can find more information in the Council's Wellbeing Position Statement. For information on the national picture for carers visit www.thinklocalactpersonal.org.uk.

Development opportunity

We recognise the value of carers and want to encourage services which understand and specifically address the needs of carers in Reading.

These are likely to be community organisations using people with experience of caring to identify individual needs to create support or interventions which are cost effective and achieve good outcomes for carers

Home care

Current Provision

Our Home Care Framework (HCF) began in May 2015 and will run until April 2019.

We pay between £15.50 - £18/hour for home care on HCF - this range was calculated using the UKHCA toolkit and in consultation with providers to ensure a rate which supports payment of the living wage.

We were the first local authority in the South East (outside London) to sign up to the Unison Ethical Care Charter, which means that homecare workers are guaranteed the Living Wage and paid to do the training they need. All providers on our Homecare Framework have signed up to the Charter.

People using services were involved in choosing the organisations to be part of the Homecare Framework

67% of our home care providers are good or compliant, 21% require improvement and 12% have not yet been inspected by CQC.

Our position

The Council is committed to the principles in UNISON's Ethical Care Charter for home care services to establish safety, quality and dignity of care by ensuring a standard of employment conditions.

This includes paying staff for travel time and training and moving away from zero-hour contracts.

We are committed to Improving the quality of homecare and encourage service users and staff to report poor care as a way to drive up quality.

We are minimising the use of short home care visits and aiming for no support packages made up solely of 15 minute calls.

Focusing resources on our HCF providers helps us encourage them to grow their businesses and provide good quality, flexible services. We expect HCF providers to sign up to the Ethical Care Charter and the Council's Dignity In Care Charter.

We are planning to introduce electronic time recording with all providers to ensure more efficient use of time, improve risk management and address the growing issue of missed calls.

The Council's Integration Programme is looking at how homecare can support people to go home from hospital sooner. This includes a project for 7 day working in a joined up way, to enable people to leave hospital and start accessing care services across the whole week

We will continue to explore how new technological solutions in Telecare can help residents to maintain their independence.

Business and development opportunities

The Home Care Framework has been very successful, with strong partnership working, increased business and improved quality over the last year.

This framework will be retendered during 2018. We want to develop ideas with the market on outcomes-based commissioning, using electronic time recording to take focus away from time-based commissioning and on to the needs of the individual.

Supported Living

Current Provision

The local care market is generally of good quality and sufficient for Reading's needs, but property is at a premium.

We have 12 providers on our new Supported Living Framework (SLASL) which runs until January 2019. We pay between £13 -15/hour for supported living services.

88% of our supported living providers are rated as good or compliant by the CQC. 12% have not been inspected.

The Reading Shared Lives scheme offers accommodation and support in a carer's own home, either as a permanent placement or as respite (overnight or day care). Most shared lives users (93%) are people with learning disabilities.

We have built 11 new flats for people with learning disabilities at Whitley Rise, South Reading, as an alternative to residential care

Each year, up to six people with complex needs require specialist care and accommodation to enable discharge from assessment and treatment units.

Our position

Enabling people to live in their own homes and providing bespoke support which promotes independence and choice is absolutely key to the future of care in Reading.

We reviewed the way we use extra care, supported living and sheltered housing so we can plan for enough good quality supply, criteria for demand and a full understanding of the needs of our residents.

We continue to refuse to buy care services which are compulsorily linked to accommodation, as we are determined that a person must be able to change their care provider without risking their home.

Landlords who are unwilling to risk letting properties without linking to a care provider they trust can make use of the Local Housing Allowance (LHA) exemption by providing an element of care with the property. This increases the amount of rent paid through the client's Housing Benefit and has resulted in a shortage of property available.

We will review our Council stock and look for opportunities to create more capacity for supported living housing.

The Council is setting up a wholly-owned housing company to buy properties to let at a mix of market rates and discounted rents. The new company will offer good-quality, responsibly managed private rented accommodation and will be separate from the general housing stock.

Business opportunities

We have learned a great deal by working more closely with our providers on our Supported Living Framework. The framework will be re-tendered during 2018 for a start in April 2019. In the meantime we are developing ideas on payment by outcomes, electronic time recording, Individual Service Funds and client-led commissioning, for implementation in the new framework.

Use of Supported Living will increase as we promote alternatives to residential care that enable people to live more independently. We particularly want to see small clusters of supported living properties develop, able to provide for clients with learning disabilities and/or mental health needs.

Extra Care Housing

Our Position

In 2008, Reading Borough Council made a policy commitment to introduce Extra Care schemes across the town to fully develop the option of Extra Care Housing and realise the benefits of using this as an alternative to residential care.

We have since been able to reduce the numbers of people going into care homes before they need to, and have ensured more older people can get a high level of care in a home of their own.

We want to explore the potential of extra care sites to provide services for the community. Our Cedar Court site, for instance, has a cafe and restaurant, a hairdressing salon and a treatment suite which older people in the neighbourhood are welcome to use.

Current Provision

We have five Extra Care Housing (ECH) schemes in Central, West and South Reading – these are a mix of commissioned and Council owned schemes.

We opened Cedar Court ECH in 2014 and are building a new scheme, Beechwood Grove, in Caversham which is due to open in 2018..

We believe that by 2018 this provision will meet the demand for extra care.

Business opportunities

The demand for extra care housing will continue to rise as an option for older people care and support needs as we continue to reduce placements into residential care.

We will be tendering our existing extra care services in 2016, (including one previously run by us). The new specification will be higher to:

- cater for more residents with medium or high needs
- include the capacity and skill for services to support clients with dementia
- consider the potential to provide neighbourhood activities and groups for older people to meet the needs of the wider elderly community.

Residential and nursing care for older people

Current provision

We commission services with over 100 residential and nursing care providers across the country.

Within the Borough we have:

- 14 residential homes and 5 nursing homes providing a total of 781 beds for people aged 65 and over.
- 398 residential beds for older people of which 149 are registered for dementia care
- 383 nursing beds of which 177 are registered for dementia care

There is sufficient capacity within the market to cater for the Council's needs to 2030.

89% of our providers are good or compliant, and 9% require improvement. 2% have not yet been inspected by CQC.

In 2015 our usual rates were:

- £700.00 / week for residential care for people with dementia.
- £699.11 / week (net FNC) for nursing care for people with dementia.

Last financial year we funded 115 nursing placements for older people in borough - of those 39 (27%) were for people with dementia.

Our position

We have reduced the number of residential beds we purchase in favour of Extra Care, Supported Living and homecare by 35% and are now average amongst our comparators. We continue to be focused on understanding costs in this area.

We plan to reduce residential placements even further to ensure everyone who can benefit from being independent is enabled to do so.

We buy 75% of nursing care from one home in the borough. Although we have sufficient capacity across the borough there is a risk of market failure. We have therefore tendered a new nursing home build at Dwyer Road in Southcote which is due to open early in 2019.

Business opportunity

Step-down beds are short-stay beds in a residential care setting for people who no longer need the acute medical services provided by a hospital but who are not yet able to go home.

Step down beds provide an opportunity for people to recover in a more homely environment with the time to consider the options for meeting their ongoing needs for support.

These beds can also be used by people living in the community who are considering a move into residential care.

The Council currently provides fourteen "Discharge to Assess" beds at the Willows but there is an increasing demand for step down services.

Services for people with Learning Disabilities

Current provision

The residential market is dominated by two providers who serve over one third of residential clients for 40% of the residential cost. The majority of other provision is spread across nearly 40 organisations who accommodate between 1 and 5 Reading clients.

55% of supported living packages are purchased through our SLASL framework of 12 providers. However we buy from 27 providers in total, of varying quality and price.

Although there is wide range of external day services provision (which varies in price and quality) the majority of clients use our in-house services.

Traditionally we have provided block grant funding to the community organisations to provide a social activities and information services. Services have tended to specialise in disability or age related services rather than supporting integration with universal services and activities.

Our position

Our vision is to enable people to maximise their opportunities to be included within their local community and to support them to grow and develop as individuals. We will take a strengths based approach to our work, taking our starting point as considering what people can achieve now for themselves and what they could achieve in the future with support.

People with Learning Disabilities (LD) have told us they want to be supported to live in their own homes, they want jobs and choice in their social lives.

They want help to organise their support from commissioned care services, voluntary sector community organisations and/or family, friends and neighbours. There must be a person-centred approach to support meaningful, informed choices.

In Reading more learning disabled people live in residential settings than in comparable local authorities, and four live in hospitals. We spend almost 60% of the total adult learning disability budget on residential provision.

The balance of provision should be aligned with good practice expectations with fewer people in residential placements and more people living in the community, supported where appropriate.

Over the coming years we plan to reduce then numbers of clients with a learning disability living in residential care as we increase the provision of supported living arrangements. State-funded residential care for adults is not a growth area.

Business opportunity

As we reduce the numbers of residential care placements we will need

- more supported accommodation for people with learning disabilities.
- A wider choice of support services so service users can choose a mix of services to match matching their individual needs and aspirations (it is important to recognise that the continuum of needs is wide and varied, and that solutions may be found within clients' own support networks, local communities and universal services, as well as in more specialist provision).

We will develop easy ways for people to directly choose and purchase their individualised support.

Summary of Business and Development Opportunities

We will promote to providers the opportunities available through the self-funder market offering low level support services directly to customers. We will support this through the **Reading Services Guide** and potentially through an **e-market solution**.

The Council intends to spread and embed the **reablement approach** across the local market so that we are always working to help people progress and prevent, reduce or delay their need for support.

We want to work with the market, particularly the **voluntary and community sector**, and **arts and cultural providers** to consider how they can shape their service offer to meet the eligible needs of **direct payment users** and develop their business models to work for individual payments instead of block funding.

We are interested in new ways of working, such as **Individual Service Funds**, **Payment by Results** and **Open Book Accounting** and welcome approaches from organisations who can explore these options with us.

Organisations who are interested in making efficiencies and improved client experience through **telecare** and **assistive technology** are encouraged to make contact with our providers.

We will explore ways to reduce the need for care in partnership with providers, by providing **incentives to reduce care** which enable services to remain stable. This will require a change in business model for many services and we welcome discussions about how this can work.

We want to encourage services which understand and specifically address the needs of carers in Reading. These are likely to be **community organisations**, using people with experience of caring to identify individual needs, and to create support or interventions which are cost effective and achieve good outcomes for the carer

A few **home care** agencies are growing their business, but many choose to stay small. We want the best organisations to grow so that we have services of consistent good quality across the borough

Use of **Supported Living** will increase as we promote alternatives to residential care that enable people to live more independently. We particularly want to see small clusters of supported living properties develop, able to provide for clients with learning disabilities and/or mental health needs.

The further reduction in use of residential care in the future means that **Extra Care Housing** is likely to increase as an option that appeals to older people as they become frail and/or develop care and support needs.

The development of **Extra Care** also needs to be considered for its potential to contribute to meeting the needs of the wider elderly community

We are seeking to work with providers of **Residential and Nursing Care** to develop **step-down services** to facilitate a more successful discharge from acute hospital settings for Older People, preventing hospital re-admission or permanent admission into Residential and Nursing Care. **Payment by Results** contracting models will be utilised to support delivery.

Upcoming procurement opportunities

The **Berkshire equipment contract** ends in March 2017, with an opportunity to bid for the new contract during 2016

We are tendering our five existing **extra care services** in 2016, one of which will be a previously Council-run service. These will have a higher specification than before, with residents expected to be of medium or high needs, and with the capacity and skill to work with clients who have dementia.

The **Home Care Framework** will be re-tendered during 2018. We want to develop ideas with the market on outcomes-based commissioning, using electronic time recording to take the focus away from time-based commissioning and on to the needs of the individual.

The **supported living framework** will be re-tendered during 2018 for a start in April 2019. In the meantime we are developing our ideas on payment by outcomes, electronic time recording, Individual Service Funds and client-led commissioning, for implementation in the new framework.

Conclusion

This Market Position Statement is intended to be an open invitation to providers to:

- identify ways in which our objectives align, and
- offer solutions which help us both meet those objectives.

We are keen to understand the challenges and risks facing businesses, and want to be influential in shaping a vibrant, healthy, forward thinking market which benefits our clients.

We must reduce our overall expenditure, and improve the quality of life for Reading's residents, which is a challenge we can only resolve together.

If your business is up to the challenges posed in this document we want to hear from you.

Please use the contact and engagement page to find the best way to get in touch.



Further information and links

Service user groups

www.reading.gov.uk/adultcareforums

- Older People's Working Group
- Carers Steering Group
- Physical Disabilities and Sensory Needs Network
- Learning Disabilities Partnership Board
- Learning Disabilities Carers Forum
- Access & Disability Working Group

For more information about these groups visit www.reading.gov.uk/adultcareforums. If you are interested in sharing your views call 0118 937 2383 or email transformation@reading.gov.uk.

Joint Strategic Needs Assessment (JSNA)

The JSNA is a local assessment of the current and future health, social care and wellbeing needs of the local population in Reading.

The JSNA also looks at a wider range of factors that help shape the health and wellbeing of individuals, families and local communities such as education, employment and the environment.

The JSNA uses data and evidence to highlight needs of the whole community. It is a key source of information which is used by the Health and Wellbeing Board to agree the priorities that will inform the Health and Wellbeing Strategy.

www.reading.gov.uk/jsna

Wellbeing Position Statement

www.reading.gov.uk/adultwellbeing

Poverty Needs Analysis

www.reading.gov.uk/tacklingpoverty

Think Local Act Personal

thinklocalactpersonal.org.uk

North West Reading CCG Commissioning Intentions

<http://www.nwreadingccg.nhs.uk/your-north-west-reading-ccg/commissioning-intentions>

South Reading CCG Commissioning Intentions

http://www.southreadingccg.nhs.uk/images/Jo_documents/South_Reading_Commissioning_Plan_final.pdf

Reading Borough Council Strategies

<http://www.reading.gov.uk/strategiesplansandpolicies>