



Market Position Statement

Services for People with Disabilities
2013-2014

Contents

| | | | |
|--|----|---|----|
| Foreword | 3 | Respite Care Services | 24 |
| Introduction | 4 | Residential and Nursing Care Services | 25 |
| Resources and Demand Profile | 6 | Transitions Services and Future demand profiling for Adult disability service | 29 |
| Demand for publicly-funded social care | 7 | Local District and Borough Plans | 31 |
| Welfare Reform | 7 | Conclusion and Summary | 32 |
| Demographic Profile – Trends and Forecast | 8 | | |
| Learning Disability | 8 | | |
| Physical Disability and Sensory Impairment (PDSI) | 9 | | |
| Mental Health | 10 | | |
| Autism | 11 | | |
| Carers | 11 | | |
| Demand and Supply, Market Analysis and Commissioning Intentions | 12 | | |
| Day Opportunities, Community Activities, Employment and Prevention | 13 | Business Opportunities | |
| Assistive Technology and Equipment | 16 | Day Opportunities, Community Activities, Employment and Prevention | 15 |
| Self-Directed Support | 17 | Assistive Technology and Equipment | 16 |
| Direct Payments Individual Service Funds (ISF) | 17 | Self-Directed Support | 18 |
| Individual Service Funds (ISF) | 17 | Supported Living and Care at Home | 21 |
| Supported Living and Care at Home | 18 | Accommodation with Care | 23 |
| Accommodation with Care (Extra Care) | 22 | Respite Care Services | 25 |
| | | Residential & Nursing Care Services | 28 |
| | | Transitions Services | 31 |

Foreword

We are pleased to present our first suite of Market Position Statements, which sets out our vision for care and support services in Warwickshire 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 want providers to offer choice, quality and efficiency so that Warwickshire residents are able to access every opportunity to live independently and maintain their wellbeing.

The number of people who receive self-directed support - choosing how their care budget is spent - is already well above the national average (in 2012/13 71% of Warwickshire clients received self-directed support, compared to 70% average across England), and by the end of 2014 we want everyone using social care in Warwickshire to exercise control over their own care budget. We are therefore working with customers, carers and providers to shape an innovative and diverse market so people can make individual choices. This document is aimed at current and potential providers of care and support services so that they can understand the present and future demands and how services can respond to personalisation.

The Market Position Statement includes an analysis of the community care market in Warwickshire, bringing together data from a variety of sources including the Joint Strategic Needs Assessment, commissioning strategies, and market and customer surveys into a single document.

Using this document, independent, voluntary and community organisations can learn about future opportunities and how they can develop services to address local needs. Potential providers can find out about what it takes to deliver services, including the support available through the Council and other agencies to set up social enterprises, develop businesses and strengthen skills.



Like other local authorities, we are facing unprecedented financial and demographic pressures as budgets are limited and our older population increases. We are committed to clear and fair pricing methods that offer the very best value for money. We want to create a market which thrives on excellence and provides good quality services where people can achieve better outcomes, safely and independently in their communities. Change is vital - not just to cope with the challenges - but to meet the needs, expectations and choices of people today.

Wendy Fabbro
Strategic Director, People Group

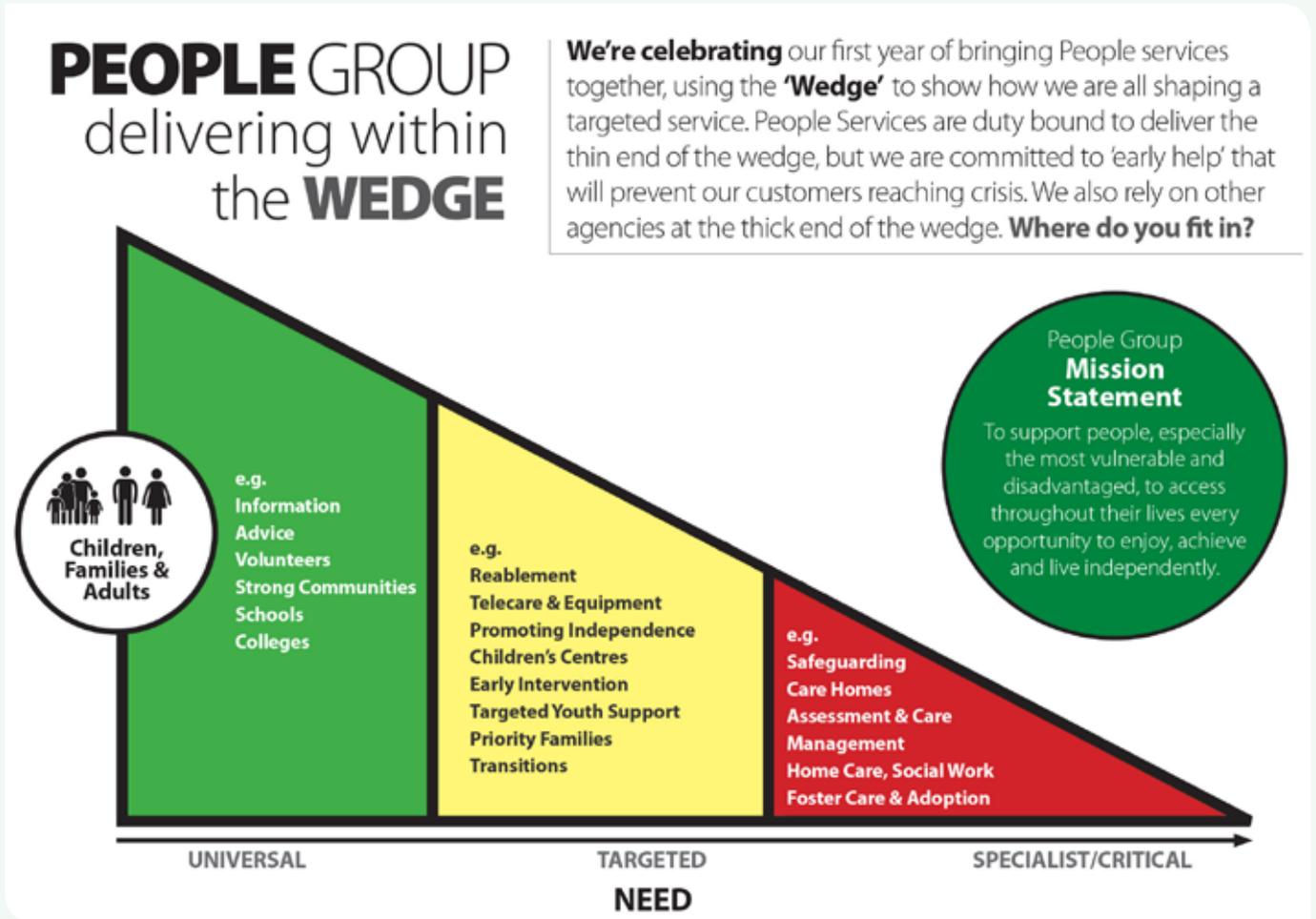
Cllr Jose Compton
Portfolio Holder for Adult Social Care

Introduction

As you know, Warwickshire County Council, like other local councils, is facing significant financial challenges. It is projected that, as a Council, we can expect a savings target in excess of £90m over the next four years. This means that the People Group budget will need to reduce by at least 20%. The impact of this will be significant as well as challenging to achieve. Our priorities as a People Group continue to 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**

There is a pressing need to commission services more creatively within this significantly reducing financial envelope. And whilst we positively acknowledge the work of Dilnot, this too, has its challenges for social care. Combined with the implementation of the Care and Support White Paper, social care has to think differently about the way it organises and delivers services going forward.



There is no doubt that over the coming year providers will see a change in how services are commissioned including de-commissioning and re-commissioning in order to meet the financial challenges ahead. We want to work in partnership

and look at more creative and cost effective ways of meeting the needs of those most vulnerable within our communities. This will mean that we need providers to create their own efficiencies and/or work differently to deliver services.

We will continue to focus on investing in early intervention and prevention to reduce people's need for longer term care. We recognise the economic and social value of supporting the growth of local and community initiatives. This year, we will be investing in micro projects that focus on care and support to increase independence and reduce isolation. Through our 'New Sparks' initiative, we want to facilitate change by investing in community engagement and supporting those most vulnerable in local communities through initiatives such as Time Banks, Information Champions, Community Connectors.

We also recognise the real value of Carers and want to build local resilience. Through the 'New Sparks' initiative we are also keen to support and make one off investments in local self-help groups for Carers.

We need to continuously build our information and advice to customers to enable them to make their own choices and decisions and reduce their dependency on public services. Linked to this



“ We need to look again at how we commission services that help people to live at home and reduce the use of residential care as the primary discharge option.

will be the development of online assessments and e-markets for services. We need to, more proactively, look at the opportunities Assistive Technology now affords and seek ways to embed this as a primary service offer. This will need a whole systems partnership.

We have begun in earnest to work with our health partners and see the formation of the Clinical Commissioning Groups as a real opportunity to look collectively at how we commission. We need to look again at how we commission services that help people to live at home and reduce the use of residential care as the primary discharge option. We also need to consider joint commissioning intentions and pooled budget arrangements where this is appropriate to do so and where this is reinforced through legislation and policy.

We need to look at the way we commission and we also need to consider how we reward and incentivise you, the providers, to work in

partnership with us to help achieve the outcomes and priorities we have set by using, for example payment by results for a year of care. We also want to explore open book accounting as a way of building partnerships and supporting sustainability within the market place. We welcome your view on this and any other approaches and will be using Provider Forums established in line with this Market Position Statement as the key mechanism to do this.

Those reading this document will note that the approach being adopted by the Council focuses on dialogue and engagement with the Provider market to encourage development of innovative solutions, service models and initiatives. This is to be construed as a direction towards early market engagement only, which is to be undertaken prior to a procurement process. All contract awards will be subject to a proper procurement process appropriate to the volume, cost and subject matter of contract, in accordance with EU Directives and the Council's Contract Standing Orders.

We recommend that providers read this market position statement as part of a suite of documents (Older People and Special Educational Needs (SEN)) in order to understand the whole market position.

Christine Lewington

Head of Strategic Commissioning

Resources and Demand Profile

It is predicted that demographic pressures will result in a steady rise in demand for council-funded services in the medium to long term. This will not be matched by an equivalent growth in public funding. For the period 2011 – 2014, Warwickshire set an £18m Adult Social Care savings plan linked to a service Transformation Programme. This is now to be viewed in the context of further central government cuts to local government budgets in the region of £2.6 billion announced in the 2013 Comprehensive Spending Review (approximately 10%). When funding cuts are put together with unfunded budget pressures, this will mean a real-terms financial pressure on services commissioned by the Council. Providers are expected to develop innovative and cost effective solutions such as an expansion of re-abling projects, Assistive Technology services, Housing with Care and preventative services which represent a transformation in service delivery.

The longer term financial picture is more difficult to predict. However, we can say with a relative degree of certainty that demographic pressures will outstrip increases in net public-sector funding. The total percentage of GDP spent on care for adults with long-term care needs is set to increase from 1.1% of GDP in 2015/16 to 1.4% of GDP in 2030¹ and the resulting pressures fall predominantly upon public-sector budgets (as

Figure 1. Spend on services for adults with Disabilities 2012-2013

| | Physical Disabilities £K | Learning Disabilities £K | Mental Health £K |
|------------------------------|-----------------------------|-----------------------------|---------------------|
| Nursing and Residential Care | 3,385 | 21,228 | 1,894 |
| Home care and Reablement | 1,886 | 14,918 | 260 |
| Day Care / Day Services | 110 | 5,507 | 0 |
| Direct Payments | 5,056 | 2,344 | 305 |
| Equipment and Adaptations | 177 | 160 | 1 |
| Meals | 0 | 0 | 0 |
| Other services | 225 | 273 | 607 |
| Total Services | 10,840 | 44,430 | 3,067 |

opposed to Older Peoples services in which the comparative increase affects the self-funding population significantly).

Figure 1 shows a breakdown of spend on Disabilities services, indicating that the highest proportion of the budgets is spent on Nursing and Residential Care. The Council will therefore be seeking to engage local communities, carers, the voluntary sector and preventative support services as a priority before commissioning statutory services. This is in the context of a market which will be increasingly required to respond to customers who self-fund care services, both through choice and necessity.

¹*Paying for Social Care Beyond Dilnot, pg. 13, Richard Humphries, The Kings Fund, May 2013.*

“ The longer term financial picture is more difficult to predict. However, we can say with a relative degree of certainty that demographic pressures will outstrip increases in net public-sector funding.

Demand for publicly-funded social care

The statistics show a complex picture. Figure 2 shows a drop in customer numbers reflecting a reduced take up of council-funded services as people choose to source their own support.

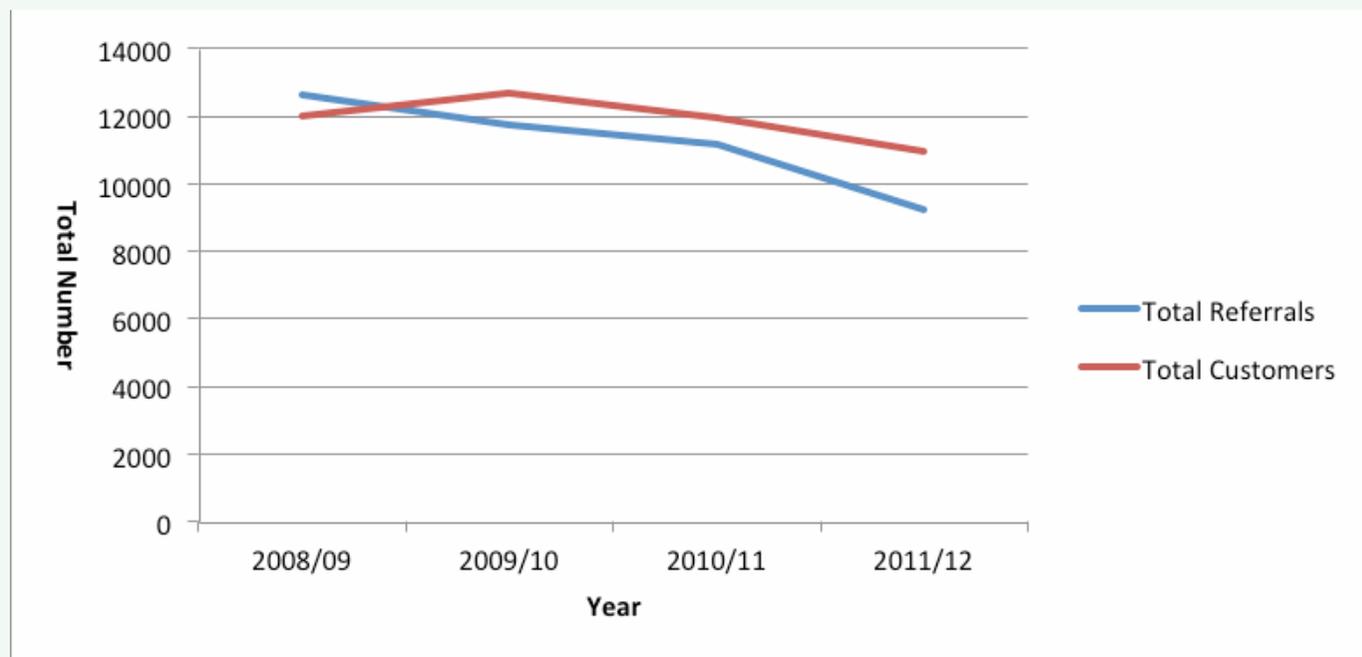
The Council has introduced new charges for social care in recent years and will continue to be robust in the way we charge for services. Furthermore, Warwickshire's Transformation Programme has seen a focus shift towards rehabilitation and re-ablement services which have had the effect of reducing those who require long-term packages of care/ support.

Evidence suggests those receiving permanent social care services through Warwickshire may have a higher-level of need and require a higher level of support.

Despite the reducing customer numbers, the average price per person supported has increased from £296.92 per week (April 2012) to £333.90 per week (April 2013)². Therefore we will be requiring the market to respond to an increasing intensity of support need for our customers. Increases in unit costs can also be attributed to a marginal overall rise in market prices since 2010. With regards to this issue, the Council's strategy is to proactively manage price inflation to ensure that price increases are proportionate and make best use of resources.

The Council interprets the demand fall as a temporary blip in response to the reasons outlined

Figure 2. Demand on Adult Social Care Services Supported by Warwickshire County Council



above which will be superseded by demographic pressures as they take effect.

Welfare Reform

In view of the significant welfare reforms currently being implemented, the Council has commissioned a Joint Strategic Needs Assessment to evaluate the potential impact on individuals and on the wider health and social care economy. The Council recognises that the reforms will have a significant impact, particularly on Warwickshire's disabled population. For example we recognise that there is potential that these changes may increase demand for social care services which in

turn impact on providers and their development strategies to deliver Accommodation with Care.

“ Despite the reducing customer numbers, the average price per person supported has increased from £296.92 per week (April 2012) to £333.90 per week (April 2013)².

² Data gathered from spot contract service packages only.

Demographic Profile - Trends and Forecast

Warwickshire's geographical profile is mainly rural, although approximately 69% of its population live in an urban area. This prompts alternative commissioning solutions.

The four main urban centres are Nuneaton and Bedworth, Rugby, Stratford-Upon-Avon, Warwick and Leamington. South Warwickshire has been identified in the Regional Spatial Strategy as a key area of economic development. However pockets of deprivation exist across the county, especially in the North for example Nuneaton and Bedworth. This has produced a life-expectancy gap of over 2 years between the healthiest and least healthy Districts of the county. The population of Warwickshire is currently 546,554³ and this is projected to increase to 658,900 by 2035.

Learning Disability

There are currently 8,017 adults with a Learning Disability living in Warwickshire. This is set to rise by 7.4% to the year 2030 which is significantly less than the rise in general population, but slightly greater than the national increase in people with Learning Disability of 6.4%⁴. Demand for publicly-funded Adult Social Care services for people with a Learning Disability has remained relatively static between January 2008 (1,418 customers) and November 2012 (1,494 customers) but the level and complexity of need continues to increase as people live longer with more complex issues.

The number of adults aged 18-64 with a complex/

³2011 Census ⁴PANSI data, <http://www.pansi.org.uk>, IPC ⁵Internal Source

Figure 3. Learning Disability care services funded by the Council (categorised by care type)

| Type of care and support | 2012 |
|---------------------------|------|
| Care Homes | 318 |
| Extra Care Housing | 7 |
| Homecare/Supported Living | 516 |
| Traditional Day Care | 383 |
| Direct Payment | 158 |

severe Learning Disability is set to increase by 493 (4%) by 2020 and 531 (12%) to 2030. The Council is now placing fewer customers with a Learning Disability in out of county Residential Care placements and it is intended that this trend continues with additional focus on supporting individuals currently out of county to return to Warwickshire.

There are also estimated to be 2,000 adults with a Learning Disability who have a need for low-level support.⁵ Through the community hubs and the Council's own Resource Directory, where individuals need some support, the Council is working to enhance options through a range of preventative services and the 'New Sparks' initiative will be an opportunity for providers to access funds to support local developments.

Very little is known about the self-funding market

in Learning Disability; however it is generally estimated that there are very few self-funding customers in this sector due to the overall reduced buying power amongst the Learning Disability population. We will be seeking to work with providers to build up a more comprehensive picture of the self-funding population in Warwickshire.



...the Council wants to enable and support people to remain independent and active within their own local communities.

Physical Disabilities and Sensory Impairment (PDSI)

It is estimated that there are now 80,000 people living in Warwickshire with a Physical Disability, which equates to 19% of the population aged over 16. It is estimated that there are 34,662 people aged 18-64 with a moderate or serious Physical Disability in Warwickshire.

All Warwickshire districts have lower proportions of their adult population who are physically disabled than national and regional averages. Within the county, North Warwickshire has the largest proportion of its adult population estimated to be physically disabled, at just below 22%.

The total is predicted to rise to 37,397 by 2030 with 28,797 classified as having moderate Physical Disability and 8,600 as severe.

It is estimated that 18,948 people aged 18-64 in Warwickshire are unable to undertake one or more mobility task, such as going out, walking down the road, getting up and down stairs, around the house, in and out of bed or to the toilet. This figure is projected to rise to 21,322 people in 2016 (13% increase).

As at 1st April 2013, 776 people aged 18-64 with a Physical Disability were assessed as needing a funded social care service, representing 4.1% of those with a Physical Disability (whose mobility is affected). 9% of Council social care customers with a Physical Disability are currently living

Figure 4. Number of people aged 18-64 estimated to have a moderate or severe Physical Disability in 2012 by age group

| Age Group | Warwickshire | England |
|--------------------|---------------|------------------|
| 18-24 | 2,131 | 244,344 |
| 25-34 | 2,990 | 332,814 |
| 35-44 | 5,343 | 523,045 |
| 45-54 | 9,957 | 920,935 |
| 55-64 | 14,241 | 1,248,500 |
| Total 18-64 | 34,662 | 3,269,638 |

in Residential or Nursing care, a lower overall proportion than in Learning Disability.

It is estimated that there are 58,821 people aged 18+ with a moderate, severe or profound hearing impairment in Warwickshire. Within that figure the vast majority are classed as moderate or severe at 57,547, with a further 1,274 classed as profound. The total number of people with a severe or profound hearing impairment is predicted to rise to 90,128 by 2030.

As at 31st March 2011, a total of 1,230 people were registered as blind or severely sight impaired in Warwickshire with 1,486 registered as partially sight impaired.



Mental Health

It is estimated that currently across Warwickshire there are 80,903 individuals aged 18-64 with a Mental Health need and this is expected to rise 6% by 2030 ⁷.

Figure 5 shows that the biggest increase in people aged 18-64 with a Mental Health need is for those predicted to have anti-social personality disorder (+7.8%).

Figure 6 shows the split for various types of Mental Health disorders by Warwickshire district. This shows that a significant demand in the South of the county that does not reflect population or deprivation statistics.

“ It is estimated that currently across Warwickshire there are 80,903 individuals aged 18-64 with a Mental Health need...

Figure 6. Population split for various Mental Health Disorders by locality

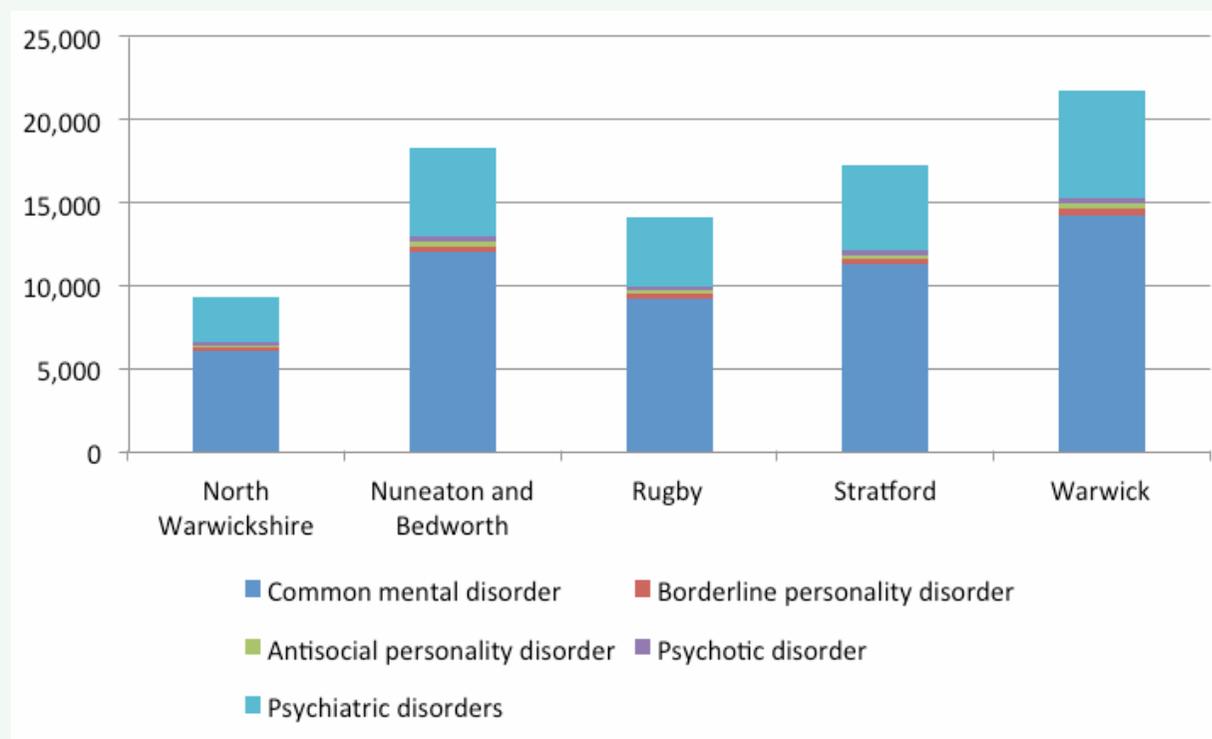


Figure 5. People aged 18-64 predicted to have a Mental Health problem, projected to 2030

| Type of Disorder | 2012 | % + / - | 2015 | % + / - | 2020 | % + / - | 2025 | % + / - | 2030 |
|--|--------|---------|--------|---------|--------|---------|--------|---------|--------|
| People aged 18-64 predicted to have a common mental disorder | 53,120 | 1.0% | 53,642 | 2.1% | 54,742 | 1.8% | 55,747 | 1.2% | 56,415 |
| People aged 18-64 predicted to have a borderline personality disorder | 1,483 | 0.9% | 1,496 | 2.0% | 1,526 | 1.8% | 1,553 | 1.2% | 1,571 |
| People aged 18-64 predicted to have an antisocial personality disorder | 1,169 | 1.5% | 1,186 | 2.5% | 1,216 | 2.2% | 1,243 | 1.8% | 1,265 |
| People aged 18-64 predicted to have psychotic disorder | 1,319 | 1.0% | 1,332 | 2.0% | 1,359 | 1.8% | 1,384 | 1.2% | 1,400 |
| People aged 18-64 predicted to have two or more psychiatric disorder | 23,812 | 1.1% | 24,066 | 2.2% | 24,586 | 1.9% | 25,056 | 1.3% | 25,381 |

⁷ PANSI data, <http://www.pansi.org.uk>, IPC

With the UK economy currently experiencing flatline growth and a decline in the public sector it is anticipated that demand for Mental Health services may increase in response to unemployment, personal debt, home repossession and other forms of economic impact. Data also tells us that there is an increase in the number of people aged 65 years and above with severe depression, depression and dementia, which has an impact on the demand for social care services for adults across the spectrum of Disabilities and Mental Health.

Autism

In response to the Autism Act 2009, Warwickshire is looking to develop a local plan to outline future services and support for people with Autism. The 3 year 'All Age' Autism strategy is due to be launched from January 2014 detailing future commissioning intentions which will provide a clear and consistent joined up approach to services and support throughout a person's life. As part of the formulation of the strategy, a robust needs assessment is being undertaken, which together with the results of the consultation will inform the priority strategic objectives.

Carers

There are roughly 60,000 Carers in Warwickshire as illustrated in the table right. Carers of people with Disabilities consistently advise us that the key to meeting their outcomes is ensuring that the person they care for is

Figure 7. Carers in Warwickshire

| | Provides any unpaid care | Provides 1 to 19 hours unpaid care a week | Provides 20 to 49 hours unpaid care a week | Provides 50 or more hours unpaid care a week |
|-----------------------|--------------------------|---|--|--|
| Warwickshire | 59,240 | 39,871 | 6,917 | 12,452 |
| North Warwickshire | 7,519 | 4,797 | 924 | 1,798 |
| Nuneaton and Bedworth | 14,232 | 8,557 | 1,995 | 3,680 |
| Rugby | 10,391 | 7,118 | 1,211 | 2,062 |
| Stratford-on-Avon | 13,651 | 9,685 | 1,413 | 2,553 |
| Warwick | 13,447 | 9,714 | 1,374 | 2,359 |

appropriately and flexibly supported to meet their needs through a range of service options. The Council recognises that effectively supporting Carers can prevent customers and Carers from requiring more intensive support. 'New Sparks' will be a potential vehicle for communities and providers to access funds to support prevention and early intervention.

For further information please refer to the Warwickshire County Council and NHS Warwickshire recently refreshed Joint Carers Strategy.

For more detailed information regarding demographics and need for services, please refer to Warwickshire's Joint Strategic Needs Assessment.

For strategic context, please also refer to the Warwickshire Learning Disability Strategy 2011/14.



Demand and Supply, Market Analysis and Commissioning Intentions

This section is the main focus of the document. It is an analysis of current market provision, trends, current and future commissioning arrangements, strategic commissioning intentions and resulting business opportunities. This follows the format of the Customer's journey through services beginning with low-level preventative services and working through to more intensive care/ support such as Residential and Nursing Care.

Day Opportunities, Community Activities, Employment and Prevention

As part of the Council's Transformation Programme for Adult Social Care, the approach to the delivery of day opportunities is changing. Day opportunities and activities to support people with Disabilities have, in the past, focused on support provided within building-based environments. Over the past two years the Council has been working to redesign its approach, moving away from traditional building-based services towards offering a diverse range of individual solutions for people in their communities. This includes increasing the use of Direct Payments, Individual Service Funds and redesign of Council-run services and spot purchasing with micro providers.

As a result of these changes, the market is shifting from a traditional core of Council-operated, building-based services towards a more diverse,

varied market with greater access to universal services within local communities such as leisure activities, community groups and opportunities for volunteering or work. Commissioning activity will continue to focus on working with the external market to facilitate a move towards more community provision which reflects customer choice.

The following table shows the current market landscape for day opportunities, community activities and employment and prevention services for adults with Disabilities and Mental Health needs.

“ Commissioning activity will continue to focus on working with the external market to facilitate a move towards more community provision which reflects customer choice.



Mapping the Market – Day Opportunities, Community Activities, Employment and Prevention

| Service | Specialism | Key elements | Providers | Demand/Performance |
|---|------------|--|--|---|
| Community Hubs | LD | Information and advice centres/ signposting to further services/ countywide | Individual Support Solution (ISS) | 6 hubs countywide. 2 year contracts from June 2012 • Subject to review and re-design June 2013 • 344 customers attended since June 2012 |
| Community Support Services | LD | High Support Needs/ 4 countywide | Warwickshire County Council | Tender process to facilitate transfer to external provider did not take place in June 2013. Service model under review. |
| Spot Contracts for Day Opportunities | LD | Building-based and community based, including broad range of community activities. | 27 providers have 4 year spot contracts. | Lowest provider concentration is in Warwick/ Leamington + North Warwickshire |
| Self-Directed Support and Self-Pay services | PD/LD/MH | Direct Payment/ Individual Service Funds - Choice and/ or funding responsibility rests with customers | Limited Data | 158 customers LD 336 – PD • 32 – MH Limited info on what services DP recipients access |
| Warwickshire Directory | PD/LD/MH | Service Directory featuring details relating to external suppliers (registered and non- registered services) | 2,200 external suppliers registered | 10,000+ web hits |
| Employment Support Services | MH | Joint-commissioned contract with NHS Warwickshire. Provide support to access employment and reduce risk of employment subsequently being lost. | Rethink | 20.5% • Proportion of adults in contact with secondary mental health services in employment |
| Employment Support Services | LD | Offers support in finding employment for individuals eligible under FACS | In-House provider (Warwickshire Employment Support Team) | 5.8% Proportion of adults with a Learning Disability in employment |
| Transport Services | LD/PD | Offers transport to/ from day opportunities | Warwickshire County Council | - |

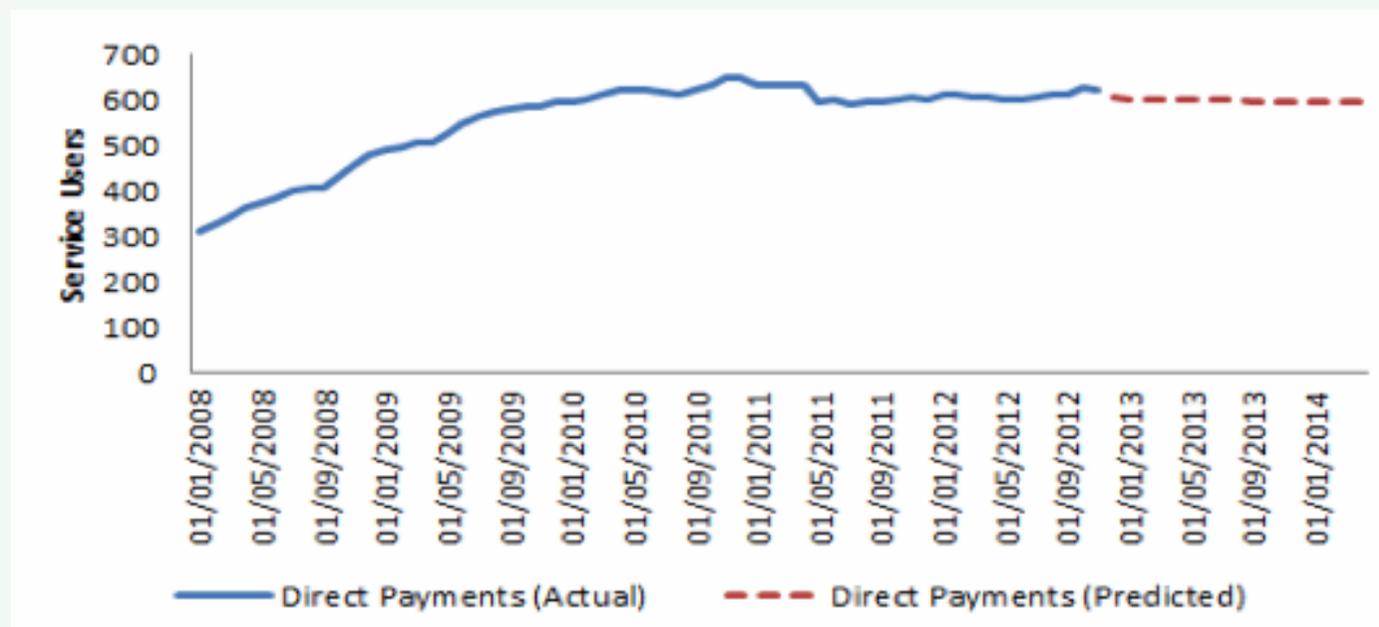
The number of day opportunities sessions offered to customers with a Learning Disability has remained relatively consistent across the county. In 2008/09 57,000 sessions were provided and this had reduced by 2011/12, but only by a small amount to 53,000 sessions.

The Council recognises that there is still further work required to support the development of a varied, sustainable and diverse market in day opportunities services which emphasises community based options which respond to individual customer need. Support for people with complex needs will be reviewed to agree future commissioning intentions. New contractual arrangements stemming from service re-design will be implemented and the introduction of Individual Service Funds will be a key focus.

Over the past 4 years the number of people with a Physical Disability accessing building-based day opportunities has reduced significantly. In 2008/09 the Council commissioned 16,390 day opportunity sessions but by 2011/12 this figure had dropped to 8,438 (48% reduction). The Council wants to see a further reduction in the number of sessions and an increase in a range of social, economic and learning opportunities as the preferred option for traditional day time support. To support this, there may be a need to develop a Personal Assistant (PA) register.

The redesign of Physical Disability day opportunities services has progressed more quickly. Figure 8 shows the take-up of Direct Payments amongst customers with a Physical Disability, which has been more rapid than

Figure 8: Actual and predicted number of PDSI customers accessing Direct Payments



any other client group, with 44% receiving a Direct Payment (and it can be assumed that this accounts for a significant proportion of services previously accessed through traditional day services). This is perhaps due to the number of younger adults who form part of this customer group and their willingness and desire to access community-based resources to meet their needs rather than traditional social care options. The intention is to replicate this trend with other customer groups.

Demographic data shows that the numbers of people aged 18-64 in the county with a Physical Disability will continue to increase. Based upon this there will be a continued and growing need for providers to offer innovative and universal

solutions. Due to the age profile of the customers within this client group there is the potential to consider options such as participation in adventure sports, creative arts, social networks and employment. The Council will be reviewing its employment support services with a view to developing a pan-disability service to address this area of need to achieve positive outcomes for individuals and Value for Money.

The Council currently provides community transport services internally. The Council intends to undertake a holistic review of mobility services which will include transport services for Older People. Data from this review will inform and shape the People Group's mobility strategy in future.

Day Opportunities, Community Activities, Employment and Prevention: Direction and possible Business Opportunities

- The market for day opportunities has opened up following the closure of internal daycentres. The Council has a need across the county for a mix of community-based day opportunities and some building based provision, offering the right mix of quality and price. All providers will be required to register on the Council's Resource Directory.
- There is a specific gap in the market for varied day opportunities options in North Warwickshire and Warwick/ Leamington. This is evidenced by only 2 providers fully operational in Warwick and Leamington and 1 provider fully operational in North Warwickshire. We are interested to hear from providers, including micro enterprises, in these areas.
- There is a potential need for a PA register to compliment the Council's Direct Payment strategy to increase choice and control for individuals.
- Community day opportunities for individuals with complex needs associated with autism and/or behaviours that challenge remains a gap.
- Demographic information suggests a continued requirement for varied provision of day opportunities options for adults with complex Physical Disabilities. The number of younger adults with a Physical Disability is set to rise by 5% to 2020. The indication is that young people with both Learning and Physical Disabilities are likely to remain within County and so social opportunities and access to employment will need to increase.
- The Community Hubs service is currently a 2 year contract ending in March 2014. Outcomes are being reviewed throughout the contract period to determine future service design.
- The Complex Needs day opportunities service for adults with a Learning Disability, recently tendered, was not awarded and will be reviewed in 2013/14. We would be interested to hear of alternative cost effective ways of supporting people with complex needs.
- The Council will review its Employment Support services. There is a gap in the market for flexible, holistic employment support agencies across the Disabilities client group profile.
- The Council's strategic commissioning intention is to ensure access to at least one Changing Places facility in each district. The Council is also investing in the development of a sensory room, located in a leisure or community facility, in each of the districts. Capital funds will be made available to support both initiatives.
- The Council intends to implement the 'Safer Places' campaign with shops and businesses, expanding from Learning Disabilities to cover other vulnerable groups across the young adults spectrum.

Assistive Technology and Equipment

The Council and its health partners are engaged in work with external consultants to establish an evidence base for future investment in Assistive Technology as the first offer of care and support to service users and patients. It is intended that use of Assistive Technology is provided with fresh impetus through a major launch in the autumn of 2013, and providers will be engaged in developing changed arrangements for service delivery which reduce costs of care through investment in technological support.

This investment will be validated from evidence from the review, which will shape a programme of training for assessment and care management teams, assurance to service users and their Carers about the effectiveness of new ways of working, and significant investment in equipment and its installation. Provider engagement will be sought to produce innovative solutions and to work with commissioners to demonstrate the effectiveness of Assistive Technology in continuing to provide independence and opportunity for service users and patients to self-direct their own care.



Mapping the Market – Assistive Technology and Equipment

| Service | Provisional detail | Provider | Demand/performance |
|---|---|--------------------------------------|--|
| Integrated Community Equipment Service (ICES) | Standard/ specialist equipment delivery, collection, maintenance, recycling | WCC/ Nottingham Rehab Supplies (NRS) | 15,523 customers/ 85,302 pieces of equipment (11/12) |
| Enable Me (Retail Model) | Show room/ drop in centre supporting self-funding and WCC funded customers | WCC | |
| ADL Smartcare Self-Assessment Tool | Website – self-assessment/ self-purchase of disability equipment | WCC | Website visits – 540 (11/12) 4,487 (12/13) |

Assistive Technology and Equipment: Direction and possible Business Opportunities

- The Council will be tendering its Integrated Community Equipment Service contract to be operational by April 2014. This will include the development of a website so that customers including self-funders can access equipment more efficiently.
- We are also interested to hear from suppliers of Assistive Technology. As a Council we want to further embrace the opportunities this will bring to increase people's ability to remain independent and in control of their lives.

Self-Directed Support

Direct Payments

Direct Payments have been available since 1997 and the rate of increased uptake has continued year on year. The uptake of Direct Payments impacts both on Warwickshire's commissioning plans and providers' business models. Warwickshire has encouraged providers to make full use of the Warwickshire Directory to market services to Direct Payment customers and self-funders. Figure 9 evidences that customers with Physical Disabilities continue to have the highest uptake of Direct Payments (as an overall proportion of total number of clients) and the Council would like to encourage a similar trend within Learning Disabilities and Mental Health. Figure 10 shows the take up of Direct Payments for adults with Disabilities and Mental Health needs is currently 25% of service package agreements and the Council would like this to increase.¹¹

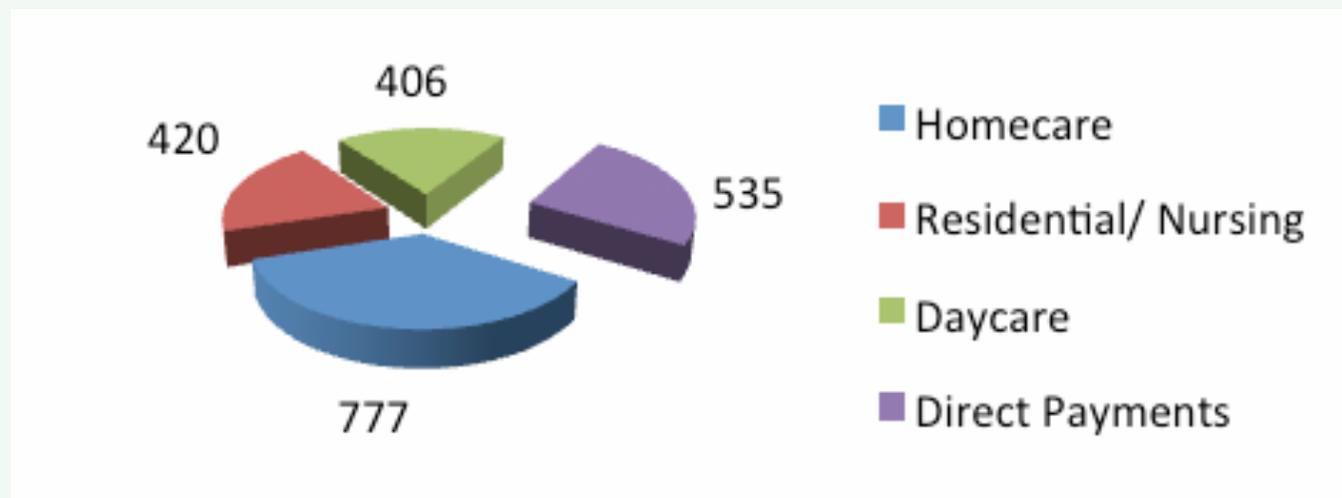
Individual Service Funds (ISF)

Warwickshire will be piloting the new ISF model with selected contracted providers to evaluate and refine the service model during 2013/14. The introduction of an ISF model will be used when a customer wishes to exercise a wider choice of how their care needs are delivered but does not wish to initially manage the entire process themselves. In this case the service user will identify a provider to manage their care

Figure 9: Number of People receiving a DP, 01.01.13

| Client Group | Number of Clients | Direct Payment |
|---------------------|-------------------|----------------|
| Learning Disability | 1,119 | 164 |
| Mental Health | 113 | 34 |
| Older People | 4,529 | 380 |
| Physical Disability | 656 | 335 |
| Total | 6,417 | 913 |

Figure 10: Breakdown of Council provision for Disabilities group.



package through the ISF model and with support, will take steps to adopt full control via a Direct Payment in the future.

¹¹ This roughly equates to 25% of all customers. However a proportion of customers receive more than one service package.

“ Direct Payments have been available since 1997 and the rate of increased uptake has continued year on year.

Supported Living and Care at Home

The Council defines Supported Living schemes as follows:

Supported Living Services are accommodation based services for which the provider exercises a degree of responsibility for the property, through rent, lease, ownership or housing/ tenure management. In practice, the Provider delivers the guaranteed/core hours (shared or otherwise) of any care/ support provided. Additional 1-1 support provision may be purchased from other providers (driven by personal choice). In order to be effective, this requires the co-operation and engagement of the incumbent provider. Supported Living services do not necessarily include 24/7 support.

The Council's Strategic Commissioning intention is to increase access to a range of models of Supported Living services. The Council recognises that Supported Living offers a range of benefits as opposed to traditional Residential Care, including increased customer choice, variety, promoting independence and improved outcomes. The market for Supported Living currently interlinks with the Council's commissioning arrangements for Homecare Services. This is because Supported Living services are currently purchased from the Homecare Framework. Figure 11 shows the allocation of total Homecare Framework spend by client group which provides a context for the Disabilities and Mental Health care market.

Figure 12 illustrates that the number of individuals

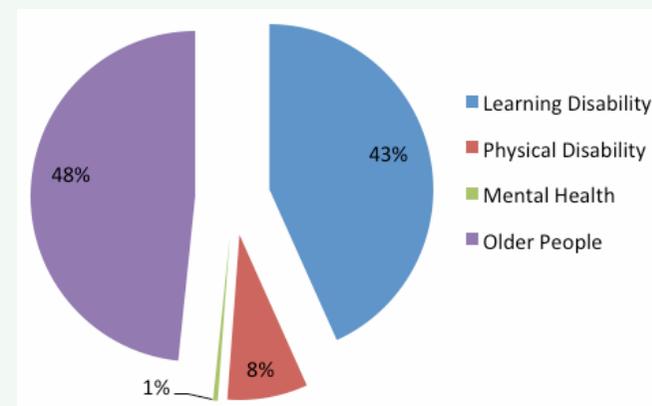
Self-Directed Support: Direction and Possible Business Opportunities.

- Warwickshire wants providers to make Self-Directed support options such as Direct Payments and Individual Service Funds an attractive alternative to managed budgets taken via contracted services.
- Providers of services will be expected to work with customers to identify a mode of service delivery depending on the time and place of requirement and under the circumstances of the customers own choosing.
- We are working with Health to share our experiences from the implementation of Direct Payments to support Personal Health budgets so that people have genuine choice and control across Health and Social Care.
- We want individuals with Disabilities/ Mental Health needs to progress to Direct Payments and where appropriate we will work with providers to take the lead on ISFs to help increase and encourage the uptake of Direct Payments.

with Mental Health needs in receipt of services via the Homecare Framework is low and we have recognised that there are issues with capacity and capability in the market to support delivery to this group. This has resulted in an increase in the number of acute admissions, which are potentially avoidable.

“ The Council's Strategic Commissioning intention is to increase access to a range of models of Supported Living services.

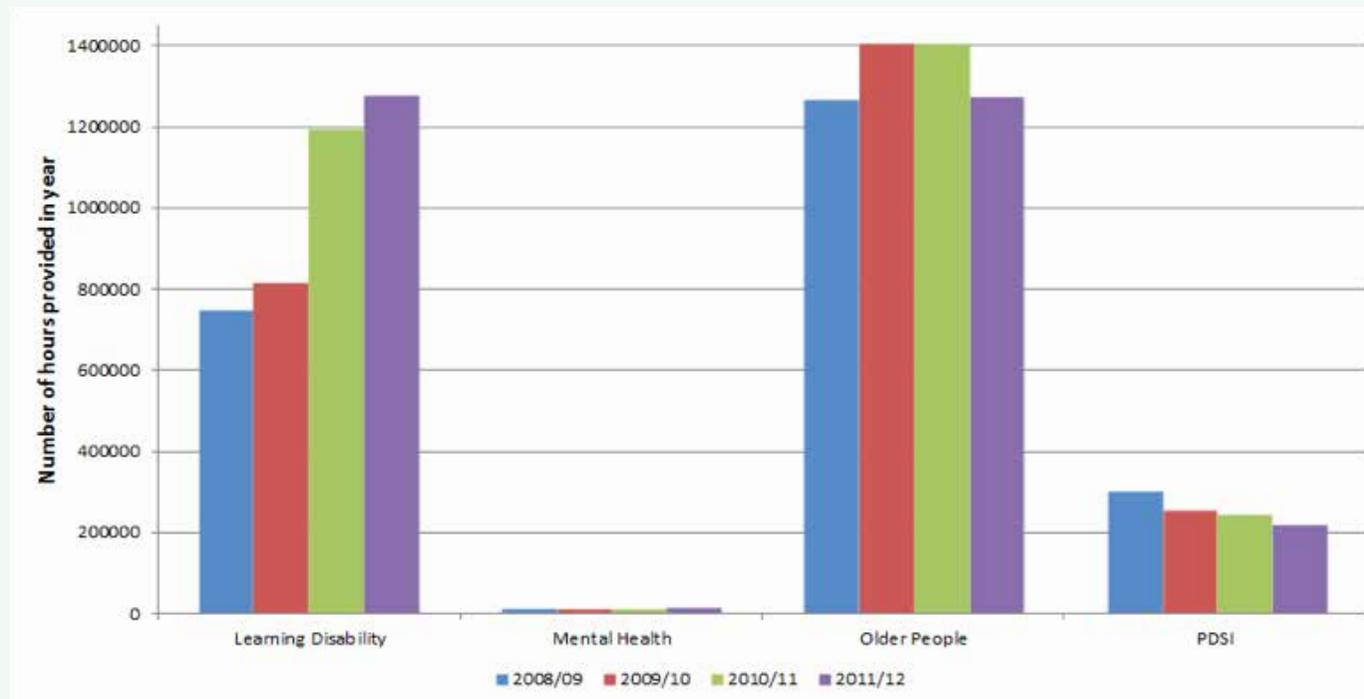
Figure 11: Proportion of Council funded Homecare hours, by social care client group. Total number of hours of 52,385 per week



The Council will be reviewing its commissioning and contracting arrangements for Supported Living services. The review will look at the current market position, service gaps, the process for procurement and the cost of service delivery within the context of increasing spend on Homecare. Service packages for individuals in Supported Living services currently commissioned via the Homecare Framework average at greater than 30 hours per week.

The reality is that Supported Living services do not include many of the costs incurred in providing care at home services, such as staff down-time, mileage costs and Electronic Call Monitoring, resulting in inflated prices being paid for these services. Figure 13 shows the unit price difference between Care at Home and Supported Living services.

Figure 12: Homecare hours/sessions delivered annually between 2008/9 and 2011/12



“ The reality is that Supported Living services do not include many of the costs incurred in providing care at home services.

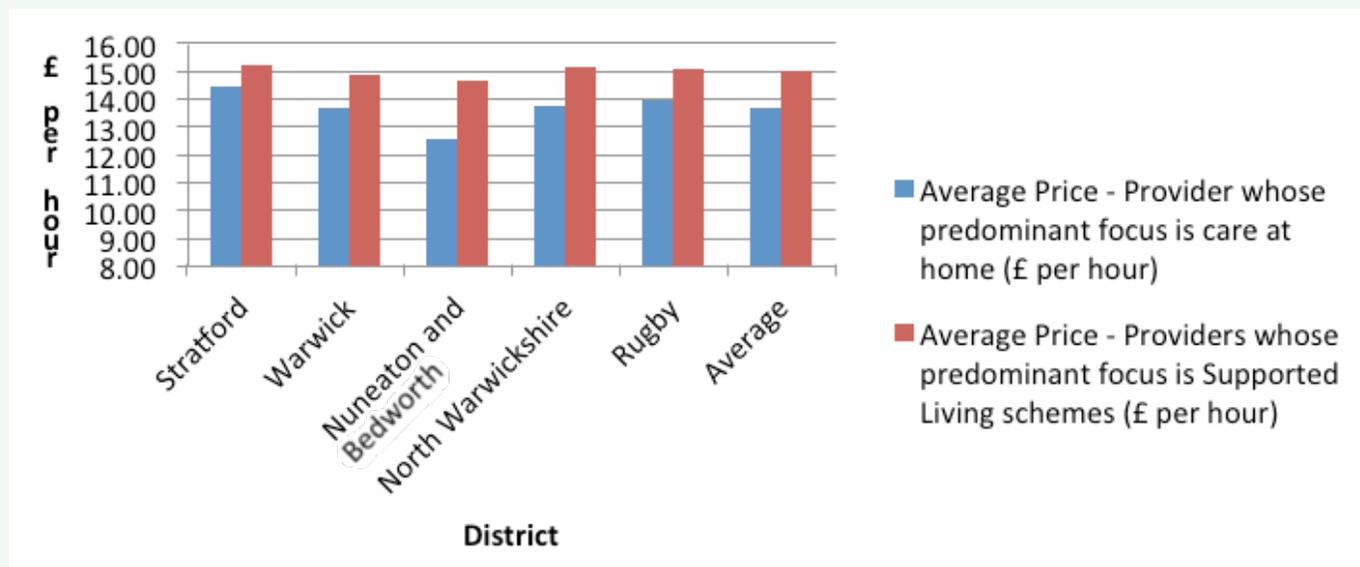
Fifty nine Supported Living schemes are located countywide which fall under the definition provided above. This will increase by approximately 20 when identified Residential Care Homes who have expressed an interest in de-registration have completed this exercise.

The Council will be exploring ways in which Assistive Technology can enable people in Supported Living settings to be more independent, thus reducing service costs. A specific focus will be given to working with providers to reduce the need for night-time support.

Homecare services to adults with Physical Disabilities are predominantly carried out in non-Supported Living settings, i.e. "Care at Home". The total number of physically disabled clients aged 18-64 receiving Homecare has remained static - 253 in May 2010 to 236 in May 2013, with a generally static cost of approximately £46,000 per week.¹² As unit costs of Homecare have generally reduced slightly since the introduction of the Homecare Framework, this indicates that total package size has increased, reflecting a marginal increase in dependency levels.

The geographical diversity of Warwickshire means that prices differ significantly across the county reflecting care worker travel time and mileage costs. By way of national comparator, the average price of independent sector Homecare in England is £14.75 and in the West Midlands is £13.25.¹³ This is against an average unit cost for Framework tendered rates of £14.32. This possibly reflects the rural profile of Warwickshire when compared

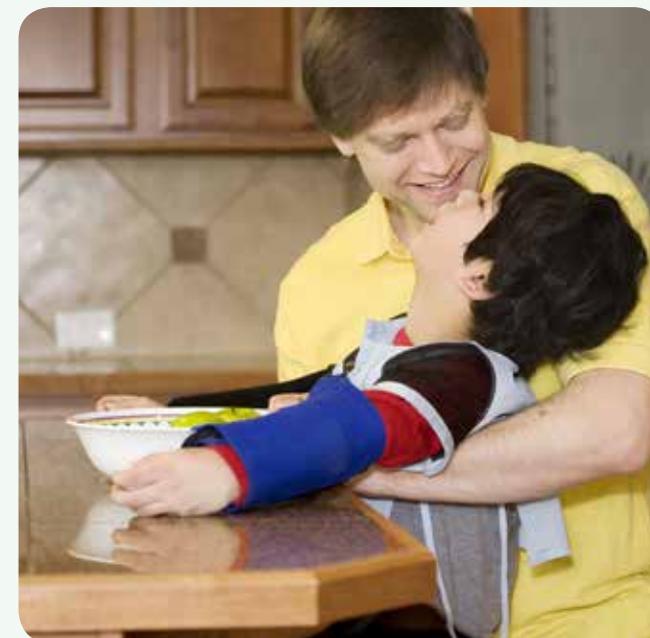
Figure 13: Average prices for Homecare providers and Supported Living schemes by locality



with the West Midlands as a whole. The Council is looking to the market to identify where and how efficiencies in unit costs can be delivered.

“ The geographical diversity of Warwickshire means that prices differ significantly across the county reflecting care worker travel time and mileage costs.

¹² This is a small segment in contrast to Older People, in which around 2000 customers are supported at home at a cost of £300K per week. ¹³ Domiciliary Care 2013, Market Survey, Laing and Buisson



Supported Living and Care at Home: Direction and possible Business Opportunities

- The Council intends to introduce specific Supported Living commissioning arrangements to ensure that services are delivered to an appropriate outcome-based service specification and provide Value for Money. Through these arrangements Direct Payment and Individual Service Funds will be encouraged and Payment by Results incorporated.
- The Council will continue to encourage and support Residential Care providers to de-register their services where appropriate to deliver greater independence and efficiencies. The Council would like to hear from providers interested in this.
- The Council will be focusing on working with providers to embrace Assistive Technology to improve outcomes for individuals more cost-effectively. The Council would like to hear from providers regarding their proposals around this eg. Introducing Assistive Technology to reduce the need for waking night support.
- The Council is keen to work with providers to develop the Individual Service Fund model.
- Warwickshire is currently exploring opportunities to join Coventry City Council's existing Shared Lives scheme with a view to work sub-regionally to develop a Shared Lives model.
- The Council will be seeking to work with NHS partners to develop a strategic approach to the market with a focus on Accommodation with Care and Supported Living for adults with a Mental Health need.
- The provision of emergency Homecare for Mental Health from suitably qualified and experienced support providers has been identified as a market gap.
- Warwickshire will be reviewing the Homecare Framework with a view to establishing appropriate long-term commissioning arrangements which promote an adequate level of capacity in the market, within challenging financial constraints, countywide including in rural areas.
- With the move away from traditional block contracts and the increased use of personal budgets and Direct Payments there is an opportunity for the Personal Assistant market to grow to meet demand. The Council is seeking to engage the provider market on this issue.
- We will be working with the domiciliary care market to embed the ethos of re-ablement and rehabilitation. We will be exploring Payment by Results contracting models where appropriate and this will be explored in the wider review of the Framework. We are seeking to engage with providers to identify workable methods.

Accommodation with Care (Extra-Care)

The Council has a clearly stated commissioning intention to reduce further the numbers of people with a Learning Disability living in Residential Care. This also applies to people with Physical Disabilities and Mental Health needs. This reduction will need to be delivered alongside an increase in the capacity of Supported Living and Extra-Care arrangements. Extra-Care entails similar commissioning/ contracting arrangements to Supported Living, however, it includes a wider focus on land/ design/ build aspects of service development. Extra-Care schemes also differ in that they require on-site 24/7 access to care.

The Council has a draft strategy for Accommodation with Care which encompasses Adults with Disabilities and/ or Mental Health needs (Care and Choice Accommodation Programme). A refresh of the strategy will be published during the summer of 2013. The strategic view is that the overall purpose of any Accommodation with Care scheme is to provide safe and secure self-contained accommodation for Adults with Disabilities who require varying levels of care and support to enable them to live independently in a home environment.

“ The Council has a clearly stated commissioning intention to reduce further the numbers of people with a Learning Disability living in Residential Care.

Mapping the Market– Accommodation with Care

To date the Care and Choice Accommodation programme has delivered the following services to adults with Disabilities and Mental Health needs:

| Site | District | Planning Status | Provider | Units |
|--------------------------|-----------------------|---------------------------------|-----------------------------------|-------|
| Kingston House | Nuneaton and Bedworth | Complete – service in operation | Reside Housing/ Richmond Villages | 15 |
| Bidford Fire Station | Stratford | Under Construction | Creative Support | 9 |
| Stratford Road, Shipston | Stratford | Consented | Orbit / H of E Mencap | 10 |
| Wharf Street | Warwick | Live application | Creative Support | 15 |



Accommodation with Care: Direction and possible Business Opportunities

- The Council is currently exploring contractual arrangements for the development of Extra-Care housing services suitable for Adults with Disabilities or Mental Health needs.
- A tender opportunity for up to 10 sites for Specialist Housing with Care will be progressed during 2013/ 14. Confirmed sites are:

| Site | District | Site | District |
|------------------------|--------------------|------------------------|--------------------|
| Evergreens, Kenilworth | Warwick/Leamington | Studley Fire Station | Stratford |
| Alne Bank, Alcester | Stratford | Stourbank, Shipston | Stratford |
| Freeway, Nuneaton | Nuneaton/Bedworth | Mulberry Street Centre | Stratford |
| Moorfield Rd, Alcester | Stratford | Shortwoods Centre | Dordon |
| 119 Hillcrest Rd | Nuneaton | Parkfield Centre | Warwick/Leamington |

• The Council has a need for Accommodation with Care developments in Rugby and North Warwickshire, where there is currently a lack of imminent development opportunities for these services.

• The Council would like to hear from providers and developers interested in a range of new developments. The Council considers as a priority Supported Living and Extra-Care housing models which promote independence whilst retaining economies of scale, such as blocks of self-contained flats with five or more units, with an optimum number of 10 – 12.

• The Council intends to work with providers who can successfully incorporate Assistive Technology and equipment into Accommodation with Care and Supported Living services.

• The Council will be considering Payment by Results contracting options to incentivise providers to minimise care support and maximise independence through use of Assistive Technology, including one-off payments for providers who can demonstrate alternative ways of meeting needs or achieve sustainable reductions in levels of paid support.

Respite Care Services

The Council aims to support family Carers for Adults with Disabilities and/ or Mental Health needs. This is in line with Council's Carers strategy and reflects a projected local increase in the number of adults with a Learning Disability living with ageing parents of 5% to 2020.

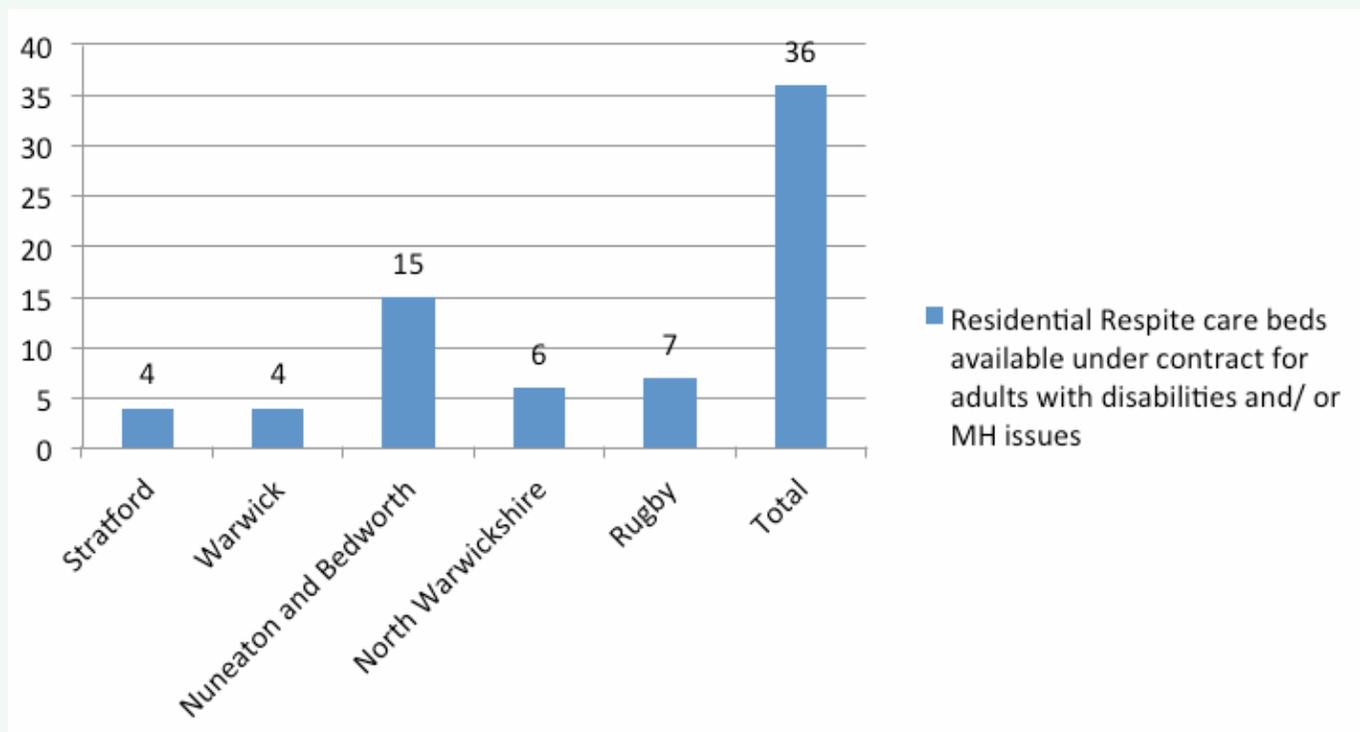
The Council is currently reviewing its Residential Respite arrangements for Adults with a Disability and/ or Mental Health needs. The review will also involve a wider review of whether there is currently a sufficiently broad range of respite options available, including short breaks and live-in-care, which are both currently contracted via the Homecare Framework.

The Council's respite framework for adults with a Learning Disability accounts for the majority of respite places available under contract. For Adults with Physical Disabilities, the Council has 2 beds available under contract. A proportion of residential respite for younger adults with Physical Disabilities is also carried out at traditional Older People Nursing Care homes. The respite review will analyse this and determine whether this arrangement is fit for purpose.

The Council also has a contract with Coventry and Warwickshire Partnership Trust (CWPT) for 15 beds for adults with a Learning Disability with significant health needs. This arrangement is currently under review.

Market Mapping – Respite Care Services for Adults with Disabilities

Figure 14: The available number of Residential Respite Care beds currently available under contract



The number of residential respite stays accessed for adults with a Mental Health need is low, with only 25 customers accessing a service in 2012/13.

Residential Respite prices average £171 per night of support sourced under contract. The Council is looking to stimulate more cost-effective residential services and community alternatives under new contracting arrangements.



Residential Respite prices average £171 per night of support sourced under contract.

Respite Care services: Direction and possible Business Opportunities

- The Council will be retendering Disability respite services, following the review, on the basis of quality, value and flexibility for customers and Carers. The intention will be to retain Residential Respite provision whilst strengthening efficient service delivery, choice and flexibility, with additional focus placed on developing community-based short break options (in place by April 2014).
- As part of the review, the Council is considering the development of commissioning arrangements for short break services which cover all-age disability. This will be determined following the outcome of the Integrated Disability Services public consultation.
- The use of Assistive Technology will be encouraged in the delivery of respite provision.
- The Council's commissioning arrangements for respite services with Coventry and Warwickshire Partnership Trust are currently under review. It is likely that some individuals currently receiving a respite service from CWPT will be supported to access social care respite services in future.
- Commissioners and providers need to ensure there are mechanisms in place to meaningfully involve Carers as expert care partners in service design and delivery.

Residential and Nursing Care Services

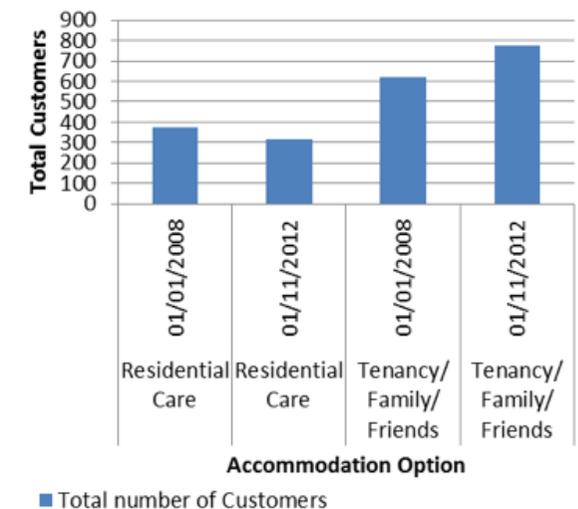
The Council is committed to reducing the overall proportion of people with Disabilities and/ or Mental Health needs living in Residential and Nursing Care in line with relevant strategy documents. The Council will continue to support Residential and Nursing care where this is the most appropriate option for customers. In relation to Disabilities and/ or Mental Health customers, the Council views Residential Care as an interim step wherever possible and seeks to promote re-ablement, rehabilitation and recovery models which support customers to return to the community. The Council is investigating

contracting models which incentivise providers to deliver this, such as Payment by Results.

The Council is supporting a programme of de-registration of Residential Care homes, where this is appropriate, in line with customer needs and fully considering resource implications. The total number of adults with a Learning Disability living in Residential Care is declining. The following figure shows the relative change in accommodation options over a 4 year period.



Figure 15: Accommodation option pursued by adults with a Learning Disability (2008 and 2012)



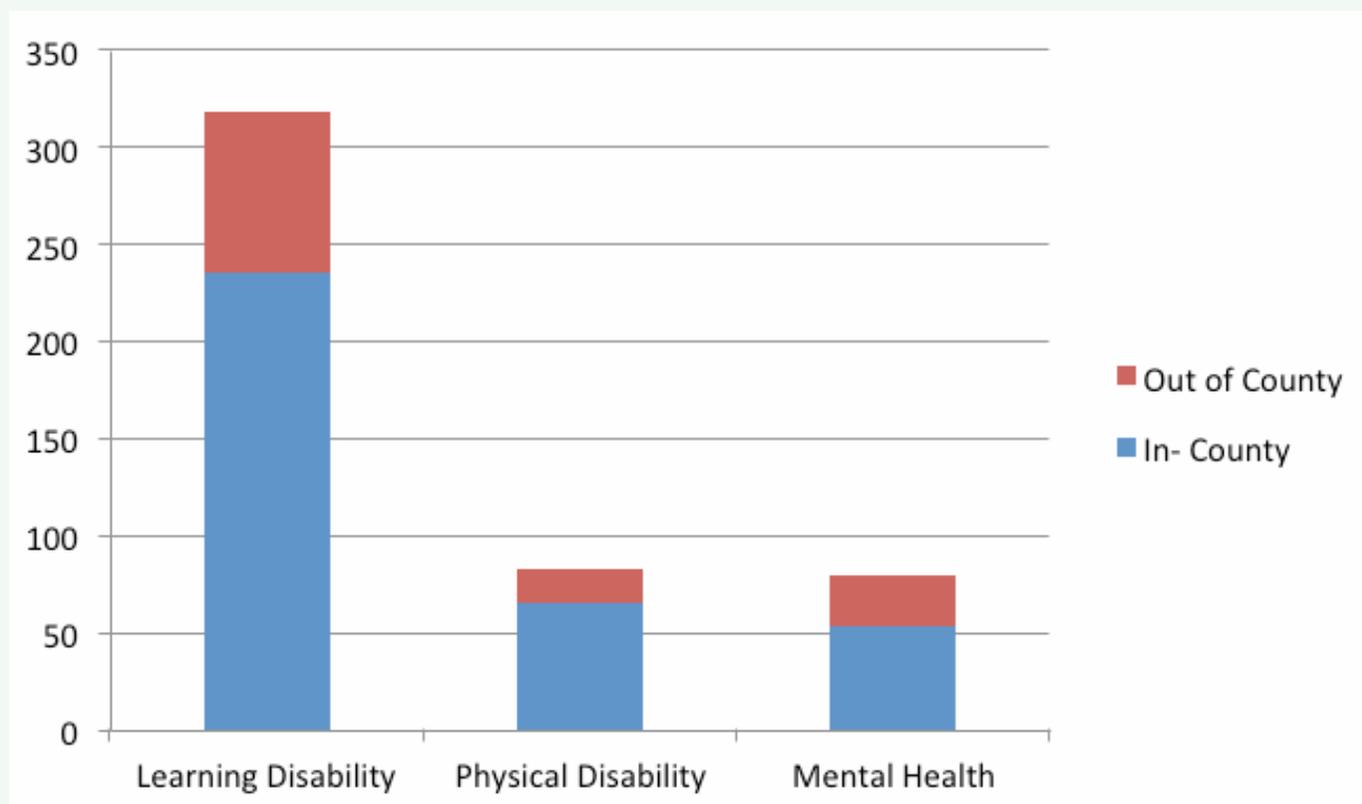
The Council is focused on keeping customers in-county where Residential or Nursing Care is the most appropriate option. This is based in part on the overall increased cost of out of county placements (127 out of county placements represent 35% of total placements and account for 42% of total spend).

Furthermore there is some evidence that, once customers become settled in out of county placements, the support they receive becomes less focused on independence and the potential for supported living in the community is reduced. The following figure shows the current split across Disabilities client groups.

The Council has made some progress in reducing overall reliance on out of county placements, with only 6 out of county placements made during 2012/13. Placements were made out of county on the basis that customers presented behaviours that challenge, and it was deemed that there was no suitable provider in-county.

The Council will be undertaking a review of our existing portfolio of out of county placements to identify whether these are the most appropriate arrangements. Where appropriate we will be supporting individuals to come back to Warwickshire and will be looking for suitably qualified and experienced providers to source accommodation and provide support for these individuals in a Supported Living setting. A number of individuals are likely to have high support needs related to Autistic Spectrum Disorders and/or present with behaviours that challenge.

Figure 16: Disabilities and Mental Health Residential and Nursing Care Placements (snapshot – Apr '13)



With regards to the in-county provider market for Learning Disability services, 7 providers account for 49% of the Council-commissioned placement market (Figure 17).

Not-for-profit providers have a greater overall presence in Disability services than Older People's. 50% of the top 10 providers fit this category. A high proportion of specialist Physical Disability

Residential/ Nursing services are currently secured under contract from Warwickshire Care Services Ltd.

The average fee-rate for Learning Disability residential services continues to be significantly higher than within Council-funded Older People's services – average £1,100 per week compared to £415 per week. The Council recognises the need to work in partnership with providers to gain consensus on fee rates for all Residential and Nursing care services and to bridge this fee gap. The Council is increasingly employing open-book accounting and costing tools such as the Care Funding Calculator to aid transparency in agreeing appropriate and fair fee levels with providers of Disability and Mental Health Residential and Nursing services. This will become standard practice in future and will be extended to Accommodation with Care and Supported Living. The Council requires close working relationships with all providers to understand where value for money and sustainable efficiencies can be achieved which work for both commissioner and provider in a challenging financial climate. Where providers are unable to deliver care at the market rate in line with these tools, action will be taken to explore alternative solutions to effectively and efficiently meet people's needs.

For adults with a Mental Health need, the overall number of placements commissioned is lower, with a greater focus on joint-funding between NHS and local authority. Seventy seven individual customers are currently placed in Residential or Nursing Care. The Warwick area has the highest number of customers. We would like to see this reduced in line with our strategic intentions.

Figure 17: Market Concentration for in-county Learning Disability care home providers (based on placements made by Warwickshire)

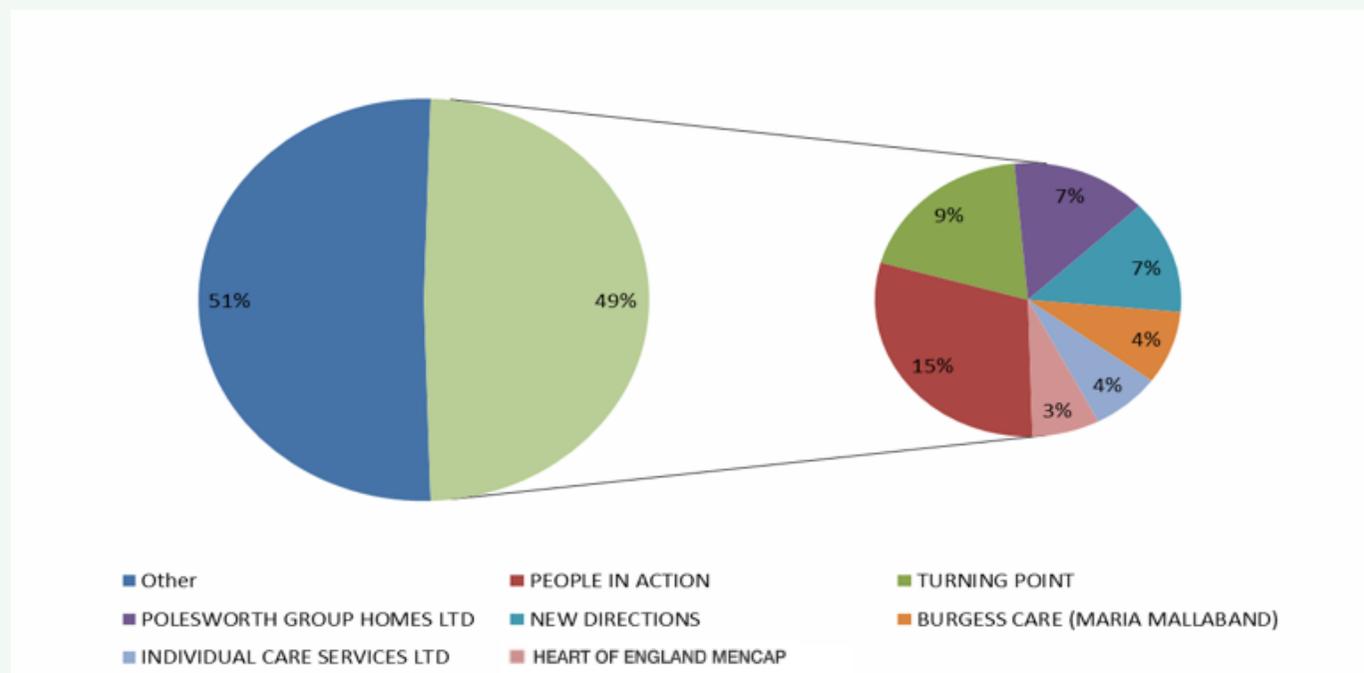
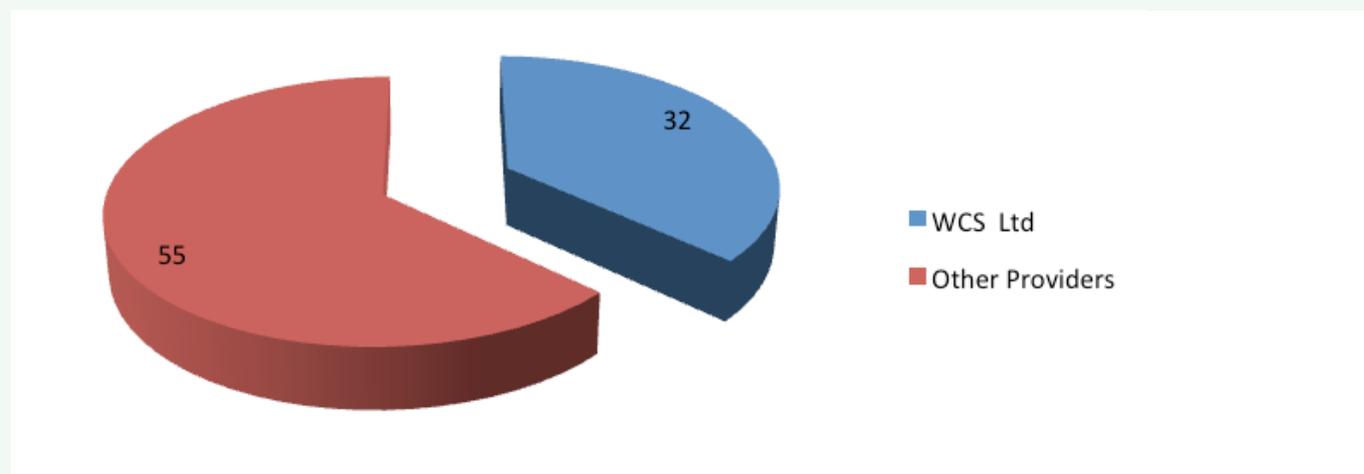


Figure 18: Residential/Nursing care placement for younger adults with a Physical Disability (snapshot, April '13)



Residential and Nursing Care Services: Direction and possible Business Opportunities

- All redesign of Residential/ Nursing care services is to be viewed in line with the strategy for Accommodation with Care and Supported Living, as transformation from residential to non-residential services is the priority where appropriate. The Council will be seeking to expand residential recovery and re-ablement services that support step-down to independent living. The Council currently only commissions these services in Nuneaton and Bedworth and Warwick/ Leamington districts. There is a gap in the market for these services in other districts.

- The Council will be looking at Payment by Results contracting models to incentivise provider's performance in returning customers to community settings.

- The Council will be reviewing our portfolio of out of county placements with a view to returning customers to community-settings in Warwickshire where appropriate. The Council will be looking for experienced providers to enable this to happen in a cost effective way.

- The Council is seeking to work with partners in the NHS to develop joint arrangements where possible and define demand for Residential/ Nursing services for adults with complex Disabilities and high support needs.

- The Council will be re-shaping Physical Disability Residential/ Nursing care services and reviewing the appropriateness of the current models of provision.

- The high proportion of out of county Mental Health placements commissioned suggests a shortage of appropriate Residential/ Nursing services and Accommodation with Care options for adults with Mental Health needs countywide.

- A need has been identified for care and support services for those people with acquired brain injury, to be developed in Warwickshire. The Council and its health partners will be seeking new partnering arrangements with providers of nursing, residential and community-based care and support services, to deliver improved outcomes for both patients and service users which supports them to be independent, to manage their own care, to return to their homes or community-based settings and to make the most of their potential to take up opportunities for employment and education.

Local District and Borough Plans

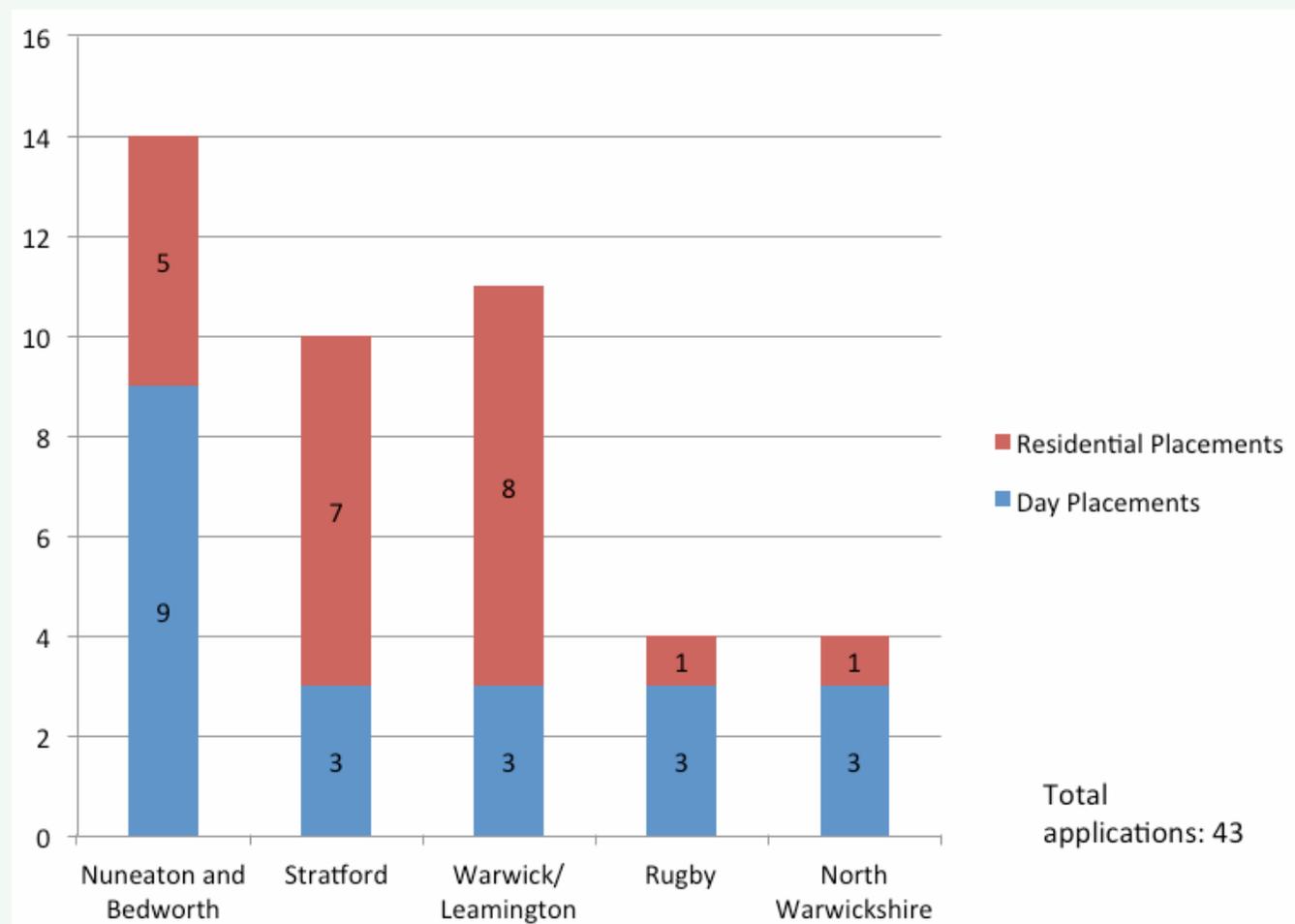
The County Council acknowledges the link between social care development aspirations (including Residential/ Nursing Care and Specialised Housing, including housing for adults with disabilities) and the Local Plan for Districts and Boroughs. The Council is actively engaged in consultation on the Local Plans in order to ensure that social care development needs are captured appropriately. This Market Position Statement represents an analysis of social care demand, supply and strategic direction and is Warwickshire's first edition of the document. The Council intends to consult with stakeholders prior to publication of future editions of the Market Position Statement.

Transitions Services and Future demand profiling for adult Disability services

The Council's Strategic Commissioning intention focuses on commissioning services jointly across Children's and Adult Social Care where appropriate. This includes services to Children with Disabilities and Children in transition between Children's and Adult Social Care, age 16 – 21. The commissioning of specialist college placements for children aged 16+ is in the remit of this agenda.

The Council's strategic direction for transitions services requires closer working with local mainstream educational services to promote inclusion of young learners with Disabilities.

Figure 19: Applications for special education placements (Sept 2013) split by residential placements and day placements



Variation in the approach countywide by mainstream colleges in supporting young learners with Disabilities means that there is inequality of access to mainstream educational services. Consequently, there are variances in outcomes and potential financial implications due to the

higher cost of Residential and independent sector provision. Figure 19 shows the variances in total applications (and application type) by locality.

The focus for the Council is in reducing the number of residential placements commissioned in Warwick and Stratford by working with local education providers, whilst also developing adequate Accommodation with Care to ensure young learners can move out of the home if this is a necessity.

The data available can be used as an indicator of future social care need as the evidence suggests that those young learners receiving special educational support will require a level of Adult Social Care in future. The funding banding level determines the level of need of the individual young learner. It can be assumed that those assessed at H band may require adult social care support in future. The following figure shows the demand in each locality by the point at which the learner's educational placement ends.

This shows that the highest number of customers with Disabilities likely to require new social care services in 2013 is Warwick/ Leamington.

Figure 20: Total number of learners in special educational post-16 placements. Year is reference to when the educational placement ends. E – H+ refers to the assessed level of need by matrix banding.

| 2013 | E | F | G | H | H+ | Total |
|-----------------------|----------|----------|-----------|-----------|-----------|-----------|
| North Warwickshire | 1 | 1 | 0 | 0 | 2 | 4 |
| Nuneaton and Bedworth | 1 | 1 | 3 | 3 | 1 | 9 |
| Warwick/ Leamington | 1 | 0 | | 6 | 3 | 10 |
| Stratford Upon Avon | 1 | 0 | 1 | 2 | 3 | 7 |
| Rugby | 1 | 0 | 0 | 0 | 1 | 2 |
| TOTAL | 5 | 2 | 4 | 11 | 10 | 32 |
| 2014 | E | F | G | H | H+ | Total |
| North Warwickshire | 0 | 0 | 1 | 4 | 0 | 5 |
| Nuneaton and Bedworth | 0 | 0 | 11 | 7 | 0 | 18 |
| Warwick/ Leamington | 4 | 0 | 3 | 9 | 0 | 16 |
| Stratford Upon Avon | 2 | 1 | 3 | 3 | 0 | 9 |
| Rugby | 0 | 0 | 2 | 4 | 0 | 6 |
| TOTAL | 6 | 1 | 20 | 27 | 0 | 54 |

“ The focus for the Council is in reducing the number of residential placements commissioned in Warwick and Stratford by working with local education providers...



Transitions Services: Direction and possible Business Opportunities

- A critical focus for the Council is ensuring that those placed in out of county Residential College placements return to Warwickshire and do not remain for long periods in high-cost out of county residential placements. Therefore we will, in future, be looking at service outcomes and value for money toolkits closely in relation to the commissioning of these services.
- We will be looking for creative and cost effective in-county education, housing and support solutions to avoid the need to place individuals in specialist college placements outside Warwickshire in the future.
- Please refer to the Special Educational Needs Market Position Statement for further business opportunities relating to the expansion and increase of in-county educational facilities for children and young people with Disabilities.

Local District and Borough Plans

The County Council acknowledges the link between social care development aspirations (including Residential/ Nursing Care and Specialised Housing, including Extra Care Housing for Older People) and the Local Plan for Districts and Boroughs. The Council is actively engaged in consultation on the Local Plans in order to ensure that social care development needs are captured appropriately. This Market Position Statement represents an analysis of social care demand, supply and strategic direction and is Warwickshire's first edition of the document. The Council intends to consult with stakeholders prior to publication of future editions of the Market Position Statement.

Conclusion and Summary

All business opportunities contained within this report must be considered within the context of significant budget pressures and planned reductions in funding for public services over the medium term. There is a need for commissioners and service providers to work more closely in the future to support the development of a sustainable market for all people with Disabilities that encourages innovation and enables the delivery of outcome based service specifications while achieving required savings.

It is our expectation that all of this will be delivered within a quality framework and that the ethos and principles of providers wishing to work with us is underpinned by the need to secure independence, choice and control for all. In addition to clear contract and performance monitoring and management arrangements,

we are introducing a range of new approaches to ensure the commissioning of quality, outcome-based and value for money support services. This includes our Peer Auditors who will provide an objective and independent evaluation of services on offer within the market. In addition, to support the commissioning of quality and efficient care packages for disabled adults, at an individual level, Warwickshire has introduced a Quality Assurance Panel that all proposed new packages of support and changes to packages of support will need to go through for approval. The panel is made up of operational and strategic commissioning officers. We welcome your comments about this market position statement and in particular its value to you as a provider. We are interested, particularly, in your views about how we continue to provide quality services that deliver real outcomes for

individuals within a reducing financial envelope. Finally thank you for taking the time to read Warwickshire's first market position statement for people with Disabilities. We will continue to build and forge strong relationships with you so that together we can be proud of the services delivered to our disabled Warwickshire residents.

Contact

Becky Hale,
Service Manager (All Age Disabilities)
Strategic Commissioning,
Warwickshire County Council,
beckyhale@warwickshire.gov.uk

Rob Wilkes,
Service Manager (Market Management and Quality)
Strategic Commissioning,
Warwickshire County Council
robwilkes@warwickshire.gov.uk



MPS_DIS_WM_10/13