

# Market Position Statement 2019 - 2022

*'Meeting Our Shared Challenges'*

**Solihull MBC  
Adult Care & Support**

**Produced: May 2019  
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# The Solihull Market Position Statement (MPS)

## Introduction

Our Market Position Statement (MPS) is designed to contain information and analysis of benefit to providers, and potential providers, of social care and support services for adults in the borough of Solihull.

It is intended to help identify what the future demand for care might look like, and to act as a starting point for discussions between the local authority and those who provide services.

This Market Position Statement is the basis for strategic commissioning decisions and will be reviewed and refreshed quarterly.

It is intended to help providers to plan for the future, informing business choices such as investment in capital or personnel.

It contains information concerning:


- Solihull's current and future demography
- Solihull's current service provision.
- The Council's intentions as a facilitator of care and support for adults.
- The Council's vision for how services might respond to the changing needs for care and support in the future.
- How providers can work with us to achieve our vision.

## Key messages in this MPS

### Promoting Wellbeing

The Care Act (2014) describes Councils' responsibility to promote wellbeing. This is a broad concept, defined in the Act by reference to the following areas in particular:

- personal dignity (including treatment of the individual with respect)
- physical and mental health and emotional wellbeing
- protection from abuse and neglect
- control by the individual over day-to-day life (including choice about how care and support is provided and the way it is provided)
- participation in work, education, training or recreation
- social and economic wellbeing

- 
- domestic, family and personal
  - suitability of living accommodation
  - the individual's contribution to society

This responsibility can be met in a wide variety of ways, many of which extend far beyond traditional social care provision. The Council welcomes and encourages the development of services that promote all aspects of personal wellbeing, and aims to work closely with service providers to ensure effective use of public resources, including its own services.

# The Solihull Approach

## Solihull Council is pleased to share its core principles:

### Our Purpose

'Great Lives and Great Services': To be an organisation that improves lives by delivering great services.

### Our Vision

Where everyone has an equal chance to be healthier, happier, safer and prosperous through growth that creates opportunities for all.

### Our Values

Open, honest, clear, approachable and keeping our promises.

### Our Market

Solihull Council believes that we need a varied and diverse local market for care and support that offers genuine choices and options to local people. We welcome the participation of both existing and new providers of services, including those who do not currently work in the borough.

This Market Position Statement (MPS) plays an important role in helping to achieve this aim. We aim to share through this document important information about the borough, the people who live here, and their social care needs. It indicates both the current provision and availability of services, and points towards the services people are likely to need in the future. It describes trends in the market for social care and shows the Council's intentions for future commissioning arrangements.

In common with other parts of the country we are facing considerable challenges as a consequence of:

- increasing demand for care arising from the combination of an ageing population, and a growing number of people with complex care needs;
- reductions in local government funding from central government;
- increases in care costs - due to a range of factors, including increases in the National Living Wage;
- workforce shortages.

We recognise that our best prospect for success in improving the quality of life for local people is to work alongside our providers to address these together.

To respond to these challenges, we aim to work creatively with all our partners to develop cost effective solutions that can both prevent and reduce the need for formal care, and enable people to get the right services at the right time when they do need care and support. We pose the following and welcome the response of providers in delivering answers and solutions:

- **Are we getting the best outcomes for people, and achieving the greatest impact with the money that we are spending?**
- **Where is our spending not achieving best value? What are the consequences of this on the health and care system, and how could we do better?**
- **What measures would improve quality consistently across social care provision?**
- **What must we do together to build a sustainable workforce by attracting people to work and build their career in the care sector?**
- **What restricts creative solutions to the challenges we face, and what could the Council offer to assist providers?**

## **Strengths Based Approach**

A strength based approach to working with people who have care and support needs is as much about understanding what they can do as what they cannot. The core values and themes of strengths based practice are:

- Empowering the person to regain control of their own life
- To support them to achieve or regain independence
- To support the person to understand and exercise choice
- To draw on the assets available through family, community and neighbourhood connections

Strengths based approaches look at the whole person and the outcomes they want to achieve to improve their lives. Working with people who have care and support needs in a strengths-based way means looking to the resources that a person has to support them. In order to overcome the difficulties they may be experiencing and to help them to achieve the outcomes they hope for, we should first consider their personal strengths, their networks and communities.

## **Solihull's Offer**

Our aim is to work with providers of social care services to enable people to remain independent and in their own homes and communities for as long as possible. We need partners across sectors who can help deliver Our Offer to the people of Solihull. The Solihull 'Offer' explains Solihull Metropolitan Borough Council's approach to its Care Act obligations and how we will serve our residents. The triangle below represents our aim to provide clarity about our offer for support to people with varying complexities of

need. This ranges from universal support available to all, rooted in our local communities, to targeted interventions for those who require more individual approaches to helping them maintain or regain independence, through to specialist support for those with the highest level of need for support.



We will:

- Support and encourage people to access mainstream facilities in the community.
- Offer information, advice & support.
- Support people to build on their strengths and the assets available in their local communities.
- Provide targeted help to people at the right time, to prevent & reduce the need for complex services.
- Improve digital access to services, making better use of technology, innovation and on-line services.
- Work with the market to ensure the continued availability of a variety of quality accommodation options which provide value for money and choice.
- Develop services that help avoid unnecessary admissions to hospital or residential care, and enable people to return home smoothly and safely from hospital.
- Support people with complex needs to live as independently as possible, with choice & control over their lives and the services they access.
- Aim to prevent individuals and families from becoming homeless wherever possible.

We would therefore like to work with providers who:

- Ensure that the people that they are supporting, with their family/carers, are at the center of everything that they do, involving them in the planning and delivery of their care and listening to their feedback to enable continued development.
- Take a strengths-based approach with the people that they are supporting, drawing on their personal, family and community assets to help build resilience, maintain their skills for independence and thereby reduce their dependency and need for services.
- Share our aim to intervene early where personal wellbeing is compromised to prevent deterioration, to support recovery and promote independence.
- Want to help people live successfully in their own homes for as long as possible.
- Have a keen interest in developing more innovative solutions to people's care and support needs.
- Want to work with people who buy their own care using a direct payment or personal budget.
- Can demonstrate the impact of their services on the outcomes they help people to achieve, and by use of clear quality standards.
- Are open and transparent about the costs of providing services and are committed to providing value for money.
- Offer demonstrable social value from the way they work to benefit the borough (for example by demonstrating how they can reduce negative environmental impact, or support young adult care-leavers).



# Challenges For The Borough

## Solihull's Key Statistics

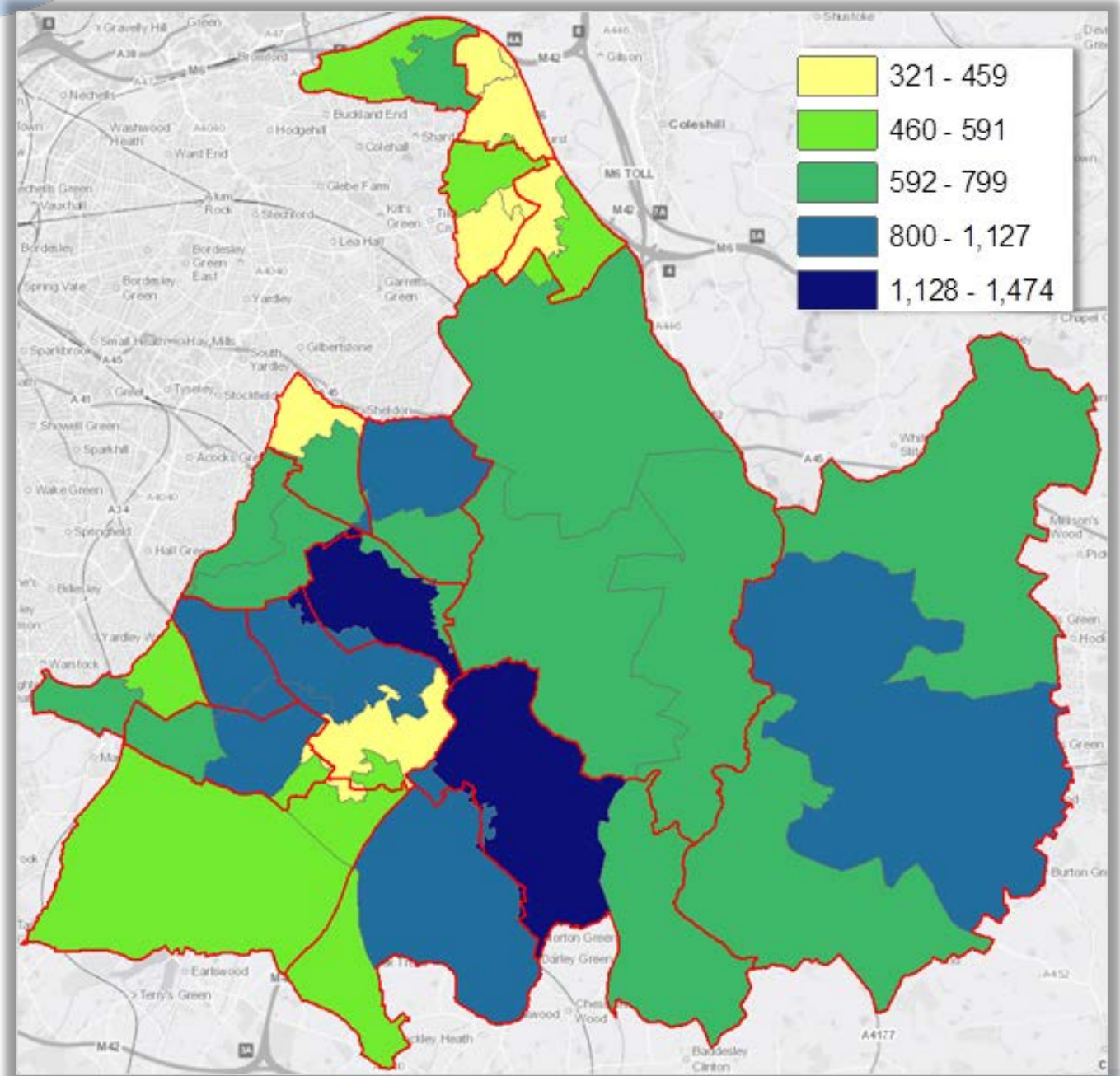
- Over 210,000 people live in Solihull. This includes 150,000 adults in about 85,000 households.
- There are around 45,000 people over 65, including 6,500 over 85.
- 25,000 people live on their own, almost half of whom are over 65.
- Around 25,000 people are providing regular unpaid care and support to family members, friends or neighbours, and around one in three carers are providing over 20 hours of care a week.

## Health Inequality

- Life expectancy in Solihull is increasing. For men its 80.4 years, and for women its 84.2 years. It is above the average for England.
- However, for the most deprived 10% of the borough's population, inequality in life expectancy is increasing. For men, the life expectancy gap between the most deprived and the most affluent parts of the borough is currently 12.8 years and for women 11.1 years.

# Local Demographics: Headlines

## Number of people aged 75+ in Solihull



Source: ONS 2017  
Based on Middle Layer Super Output Areas (MSOA)

The number of **older people** in Solihull is growing rapidly, and at a much faster rate than in England as a whole. By 2036, one in four of our population will be aged over 65 and one in twenty will be aged over 85.

The above map details the distribution and density of population of people aged 75+ in the different wards of the borough. Over the past ten years, the improved health has meant that Solihull's 85+ population has grown by more than 50%, and will continue to increase significantly over the next decade, particularly in the south of the Borough.

Demand for care and support services in Solihull is anticipated to increase significantly over the next decade and beyond. As people are living to advanced years, they are more likely to be living with health needs and conditions associated with an increased risk of disability and limited mobility, especially for those aged over 85.

We therefore expect over the medium term significantly greater numbers of:

- People living alone with an increasing risk of social isolation, loneliness and depression.
- People with dementia, other long-term conditions, and with multiple and complex needs.
- Unpaid carers, looking after family members, friends and neighbours, many of whom will be older people who may have their own health or care needs.

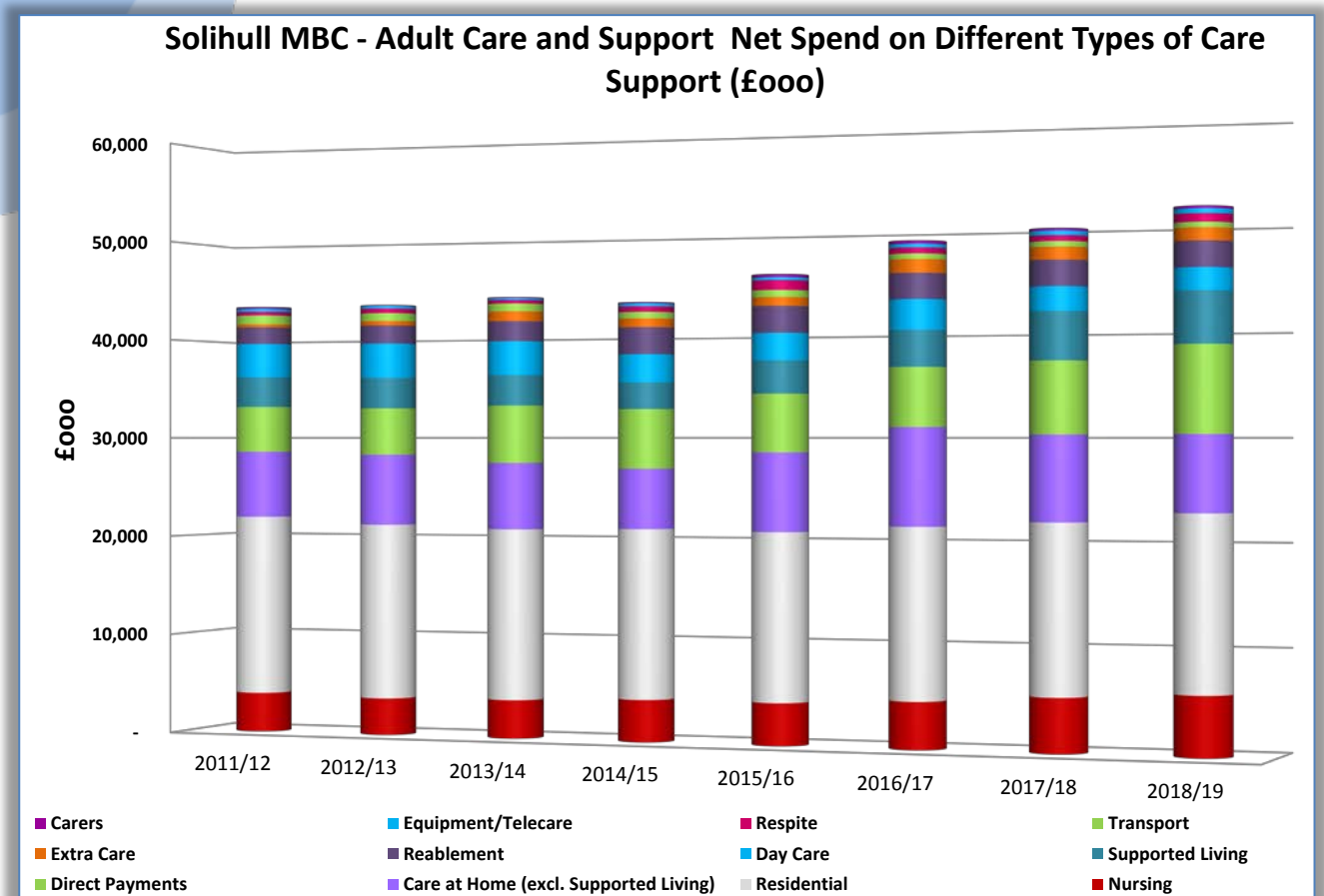
The number of adults with a **learning disability** accessing care & support services is expected to rise due to welcome improvements in life expectancy for people with learning disability. It is likely that there will be a greater proportion of young adults transitioning to adult services who also have complex needs.

### The Commissioning Challenge

Commissioning the same forms of care, in the same places and in the same way, will not be possible in future. We need to be open to a radical change in service provision and options.

The trends in spending have been:

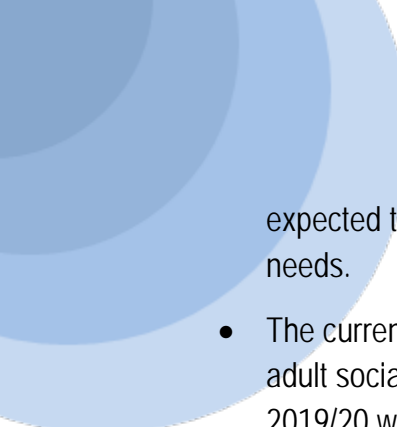
- A relatively consistent level in residential and nursing care overall but with a greater focus on quality, affordable nursing care and dementia specialist nursing when it is genuinely needed. This is as a consequence of the move to keep people as independent as possible for longer, combined with increased levels of people needing high levels of care.
- Community based care spend has been increasing, particularly direct payments and supported living. This is partly a consequence of the transfer of the former Independent Living Fund to Local Authorities, and also reflects the increased numbers of complex packages of care that are managed in the community.
- Overall spending has increased significantly since the introduction of the National Living Wage, as this has been a major driver in the cost of affordable care.



### Looking Ahead:

The Council has a rolling 3 year Medium Term Financial Strategy. Within this the key figures for adult social care are:

- From 19/20 £5.861m of recurrent savings over the next 3 years.
- £1.700m per year is given to adult care and support to manage inflation and demand pressures.
- Additional funding to meet the national living wage is only assumed up to the end of 2019/20 – and the impact of the National Living Wage is being closely monitored.
- The planned savings are primarily related to maximising the use of existing in-house provision and stimulating the affordable care parts of the market – particularly for residential and nursing care, and extra care.
- There is a continued focus on maintaining independence and supporting people to access community resources.
- The overall level of care being purchased by the council is expected to remain relatively stable, with the effect of preventative services meaning that the overall population increase is not



expected to result in a large rise in the numbers who will receive support to meet their care needs.

- The current plans will be subject to change depending on national government policy towards adult social care, and do not assume that the one-off resources which have been provided for 2019/20 will be made available again in future years.

# What People Tell Us

## What do people using our services think of them?

One of the ways that Councils can find out what people think about the services and support that they access is through the results of the Annual Adult Social Care Survey. In 2017-18 Solihull people who completed the survey reported that:

- Overall they are satisfied with their care and support however the level of satisfaction in Solihull is lower than that of the rest of England with Solihull reporting satisfaction rates of 84.6% against an England average of 89.1%.
- 86.7% of the 370 Solihull people who responded felt that the care and support services that they received helped them to have control over their daily lives. This is however lower than the England average of 89.2%. Solihull is in the top quartile for the proportion of clients using social care who receive a direct payment either through a personal budget or other means. We want to ensure that people feel that they have more control over their support and want to work with the market to understand how best we can achieve this.

We work with people who use services, their families/carers and providers to develop our commissioning strategies to ensure that the services commissioned are fit for the future. We expect providers to engage with the people they are supporting and their families/carers to ensure that they are delivering the high quality of care and experience that people expect. Providers need to identify changing needs and expectations and adapt their services accordingly as this will help them to develop services that are more attractive to future customers. For example, services that people access for day opportunities.

The continued increased use of personal budgets and direct payments will lead to more people making their own arrangements for care and support. It is important that commissioners and services providers understand what people are looking for, offering choice and new ways of meeting clients' needs in line with the Solihull Offer

## Carers' Views

The Council very much values and is reliant on informal care in the support of its residents. Carers report often feeling excluded as a key partner in the delivery of care and support and this makes them feel that their contribution is not valued. We want to work with providers who value the role of carers and involve them in any decisions being made about the person that they are caring for. We are committed to demonstrating the same to improve carers' perceptions of our own work as a Council.

Solihull has 24,113 residents who identify themselves as providing unpaid care for a family member, a friend or a neighbour. We also recognise that many of our residents are supported by carers who live outside Solihull and therefore will not be counted within this figure. Solihull has recently been working

with Experts by Experience and other stakeholders to refresh the current Carers' Strategy. The draft strategy and action plans are out for consultation with the aim of launching the final version in Summer 2019.

The majority of Carers for Solihull residents who responded to the national Carers Survey 2016-17 reported that they were satisfied with the services they have received in the previous 12 months (60%). However, the level of overall satisfaction with services is well below the England average (71%). Since receiving the survey results commissioners have been working with carers and the Carers Trust Solihull to identify what we need to do to support carers better and the feedback received has been used to inform the strategy action plan. We await the results of the latest Carers' Survey and will update this document when they are available later in 2019.

## Self-funders

The Council is responsible for oversight of the social care market for all of its local population. In recent years, our focus has primarily been on provision for people funded by the Council, since this was a pressing deficit in Solihull. For those people in Solihull who are not eligible for public funding, 'self-funders', it is more difficult to find details of the services they use (particularly for care at home), and to engage to find out their views.

On a national basis, the work of the Competitions and Market Authority (Care Homes Market Study, 2017) identifies problems experienced by self-funders in accessing information and making well-informed choices about care. Our intention in Solihull is to improve our local understanding and to work with local people and providers to implement the CMA's recommendations. Therefore, we would like to work with providers in the market to improve our understanding of the self-funder market and hear more about self funders' views and needs. This will enable us to ensure that we fully meet our Care Act responsibilities to shape the local market to meet needs.

Our commissioned information and advice services play a vital role in supporting people to better understand the choices available to them and likely financial impacts of the decisions that they make. The Council is committed to improving access for self-funders to information, advice and support that they require. We need also to shape the available provision to meet their needs, and increased efforts will be made during 2019 to find out their needs and preferences.

To gain a better understanding of the experiences of older people who are funding their own care, Solihull Council is actively engaged in a research project being led by the University of Birmingham. The research project is funded by the Wellcome Trust and is being undertaken jointly with Age UK Solihull, and aims to understand older people's experiences of funding their own care. We know that the number of older people funding their care has increased significantly in Solihull in recent years. However, there is little national research on the experience of arranging and paying for your own care, despite its growing relevance to policy and practice. In particular, older people's own perspectives on self-funding are largely absent. We hope that this project will help inform our approach to supporting those who pay for their own care, and to help understand where their needs and preferences are not currently met by

the local market.

Solihull Carers Partnership Board is fortunate to have as members a number of carer representatives who have experience of arranging and paying for the care of family members. They have helped commissioners to gain a better understanding of some of the difficulties that they face when trying to arrange care. Feedback received from carers who are funding care include:

*"Just because we have savings does not mean we are better equipped to make decisions."*

*"Finding the right residential home for my husband is the hardest thing I have had to do in all my years caring for him."*

*"I am close to the limit of my savings: what happens next?"*

To achieve our improved offer for people who fund their care and support the Council has established a Self-funder project with a clear set of actions to achieve. These actions comprise:

- Develop an improved online information offer for people who are, or who on planning on, self-funding their care- this will be informed by the early feedback from the Birmingham University research.
- Develop with Age UK and Solihull First partners the offer for self funders through Community Advice Hubs, including information, advice and support and ensure that this advice is fit for purpose and consistent.
- Continue to offer drop-in advice sessions within care homes, for people who are currently self-funding their care.
- Scope the potential for Brokerage to support self-funders, taking referrals directly from Community Advice Hubs or Connect.
- Organise briefing sessions for practitioners to cover our responsibilities to self-funders, utilising an awareness of OT and how practitioners can use the online offer.

We expect the outcomes of this project to deliver tangible improvements for people who fund their care and support.



# Our Offer to Providers

## Developing Relationships

- In October 2019 we held a successful Provider Conference. Following positive feedback we plan to hold similar events on a regular basis to help us understand the perspective of providers, and develop the way we communicate together. We will give you early notice of the development of new strategies so that you can be involved as partners in shaping them.
- We will continue to arrange a quarterly Registered Managers Forum. The purpose is to share information, highlight good practice, build relationships, discuss common issues and provide information about business opportunities. There is a similar, regular Forum for local voluntary sector providers. Further information is available from the Commissioning Team at [commissioningteam@solihull.gov.uk](mailto:commissioningteam@solihull.gov.uk)
- A new regular newsletter for providers is being launched by the Commissioning team to share information and publicise opportunities.
- We welcome comments from providers and will be pleased to have dialogue on any aspect of this MPS. We undertake to refresh this document quarterly and welcome suggestions about its content.

## Working Together to Address the Workforce Challenge

- Developing a sustainable workforce for the social care sector is a priority for the Council. We will be working with you to develop methods of promoting careers in care, to access funding and apprenticeship opportunities, training and development for the workforce. Suggestions of how to deliver the workforce capacity needed for the care sector will be welcomed.
- We can offer advice and support about identifying and meeting training needs, including signposting to local/regional training providers with relevant skills and experience. We may also commission training directly to achieve a best value solution to a key area of training need for providers. Please contact the Commissioning Team for further information or suggestions.

## Access to Information

- Solihull Observatory compiles a wide range of data and intelligence about the borough that can be accessed via their website, including detailed information about the borough from a number of national and local sources: [www.solihull.gov.uk/solihulldata](http://www.solihull.gov.uk/solihulldata)
- Our website displays the Joint Strategic Needs Assessment and other information that will be useful for providers looking to deliver services in Solihull.

## Access to Wider Council Support

Solihull Council is eager to support local businesses to establish and flourish in the borough. The Council is establishing a Community Asset Strategy that will support voluntary and community sector organisations to use council assets (our buildings and spaces) and will recognise the value to the community of Council buildings against the potential financial returns.

- The Council funds an Infrastructure Support Service aimed at supporting the development of local community and voluntary groups – whether charities, community groups or social enterprises. This free support includes assistance with group development and funding advice. This service is provided by CAVA (Community and Voluntary Action).
- The Council is currently developing a The Voluntary, Charitable and Community Sector Partnership Strategy with Solihull's Voluntary and Community Sector (VCS). This will set out our future joint working plans and will set clear expectations in terms of what the Council will do in the future to support Solihull VCS organisations to take some opportunities to develop services in response to needs indicated in this document.
- Support for start ups and developing businesses, including social enterprises is available through Solihull Councils Enterprise for Success programme <http://www.enterpriseforsuccess.co.uk/the-programme>
- The Council offers bursaries to providers for equipment, training and quality improvements. Details are available from the Commissioning Team at [commissioningteam@solihull.gov.uk](mailto:commissioningteam@solihull.gov.uk)
- We will encourage our providers to actively consider how the delivery of their contracted services can bring wider social value, for example how they utilise local people as employees and volunteers, particularly those with disabilities or who are care leavers. We will build this commitment to social value into our procurement processes and ask providers to demonstrate social value as part of contract management.

# Commissioning Intentions

In order to be as specific as possible about the detail of our commissioning intentions, there follows a summary of the current position and future intentions for the broad groups of people who are supported by the Council.

## Prevention & Wellbeing

The Council's vision is that everyone in the borough should have an equal chance to be healthier, happier, safer and more prosperous and our purpose is to be an organisation that improves lives by delivering great services.

The increasing demand, changing population demographics and the need to deliver services within reducing available resources require a new approach and re-design of the Council's social care and health services. To be most effective, services need to be integrated and efficient.

Evidence shows that prevention and early intervention is an effective approach to supporting communities and enabling people to live independently for longer without the need for formal care services.

## Current Services

The Care Act 2014 encourages innovation in the services for those entitled to care and support, but also of the organisations that provide this support.

Our 2019 model for Community Wellbeing Services transforms the borough's prevention and early intervention services into a coherent set of services responding to local and national priorities.

There is good local evidence that social care investment in community based approaches works. We aim to support and enable people to build their personal and social resilience, maximising relationships, personal assets and wellbeing before supplying state services to meet needs. This avoids two key problems of care management:

- premature intervention, which takes over from people's natural support structures, increasing the risk of isolation, creating dependency and providing solutions that do not allow the individual to meet their personal outcomes, and
- over provision, by creating long-term dependency and narrowing opportunities for change by reducing independence and individual wellbeing.

The Council's Community Advice Hub model has shown that it is possible to ensure that if people get the right help at the point of initial contact they can be diverted away from social work services. The benefit of this is that those with more complex needs are then able to access the services they need in a more timely way, and those with simple enquiries or low levels of need are able also to get prompt and reliable guidance.



## Intentions

Our intention is to work with providers to:

- Continue to develop an integrated model of working with stronger local partnership working.
- Optimise the use of resources and simplify current system operations.
- Reduce dependency on formal services.
- Encourage more community-based services to develop in response to identified local needs
- Develop a more skilled and competent workforce to support prevention, early intervention and reablement.

## Older People

### Population

Our population in Solihull is older than that of the England average. We can therefore expect over the medium term significantly greater numbers of:

- People living alone with an increasing risk of social isolation, loneliness and depression.
- People with dementia, other long-term conditions, and with multiple and complex needs.
- Unpaid carers, many of whom people will be older people with their own care needs.

### Current Services

- Many older people manage their care needs informally through support from family, friends and neighbours.
- More than 1,600 older people use assistive technology to help enable independent living. The opportunities technology offers to enhance independence could be developed much further.
- Solihull Council has as many people going out of borough for nursing and residential care as remain in borough. We are examining whether this is through choice or lack of local availability.
- There are 28 care homes operating within Solihull, 3 rated by CQC as Outstanding, 16 rated Good, 9 rated as Requires Improvement.
- The Council has recently re-tendered care contracts for Extra Care Housing services with Phoenix House, Trinity and Hampton House. We have also worked with Solihull Community Housing in the development of the Extra Care Scheme Saxon Court in North Solihull and are working with Upward Care in the development of the Sunhaven Extra Care scheme due to open in May 2019 and the Extra Care Charitable Trust's Solihull Village due to open in 2021. All Extra Care services are to be delivered under a revised service model and specification which commenced April 2019.
- Following a tender for Care at Home services, lead providers were awarded contracts covering three geographical localities. The Council also commissions provision from other care at home providers primarily in the rural part of the borough.

### Intentions

- We intend, wherever possible, to support people to live independently in the community. Where people need more intensive support they should be able to access the right services at the right time. For example, we are looking to develop our local Dementia Navigator Service, to provide wraparound support for help at an early stage.

- We want to encourage the development of community-based resources which can help to build mutual support in communities and reduce the impact of loneliness and isolation
- We will continue to develop an integrated approach with health services, particularly around avoiding unnecessary hospital admissions and supporting people to leave hospital in a timely and safe manner – whether this is to return back home, or where this is no longer possible to residential and nursing care.
- We want to work with providers to develop more innovative solutions to the way that care and support are delivered locally.
- We need more services in the community that people can buy directly with a direct payment, personal budget or from their own means to provide flexible support for everyday living and independence.
- We would like more providers offering short breaks either in the community or in care homes so that carers can take a break. Such services are required for Council and self funded clients.
- We want to promote opportunities for more innovative and creative solutions to meeting people's needs at home and in the community, and welcome proposals or suggestions.
- We would like more providers to offer 'discharge to assess' and short term re-ablement services to help people home after a stay in hospital or to avoid the need for unnecessary admission.
- Through our occupational therapy service we want to support people to make adaptations to their homes, and to make use of equipment available in the market to help them live more independently.
- We intend to develop a more detailed understanding of the local market for people who are funding their own care services so that we can better inform and influence the market to meet needs and expectations. The University of Birmingham and Age UK research project we are working on to gather evidence of the experience of older people funding their own care services will deliver a final report in 2020.
- All care at home providers report difficulties in recruiting staff to meet the demand for care at home services. We are keen to work with providers to develop a sustainable workforce for social care, using our combined resources to improve recruitment, career pathways, training and retention.

## Market Opportunities

- We would welcome discussions with local care home providers about opportunities to secure contracted capacity at the Council's usual fee.
- We would like more homes to have dual residential and nursing registration to avoid people having to move if their needs increase.
- We would like to encourage Solihull care home providers to offer short term reablement capacity, and similar support for care at home to regain independence and maintain recovery after hospital care or illness.
- We would like more care at home providers to offer same day discharge from hospital and hope to work with providers to understand how best we can achieve this.
- We would like to see providers develop more respite and short breaks provision for older people, whether funded from their own or public funds.
- We want to work with care at home providers to scope the potential need for / impact of an emergency home care service for carers.
- We would like to work with organisations able to develop the availability of personal assistants.
- We would like providers to look at the opportunities to work with our employment support services to offer employment opportunities to people who have lived experience

# People with Learning Disability

## Population

- There are around 3,880 people with a learning disability in Solihull, of whom approximately 650 are directly receiving adult care & support services at any one time.
- Nationally, the number of people with a learning disability aged between 65 and 74 years is set to increase by 33.5% between 2011 and 2030.
- By 2030 there will be an increase of 53% in the number of people with a Learning Disability aged 75 to 84 years and a 103% increase in the number aged 85 and older.
- Mencap predict that the number of people with profound and multiple learning disabilities in England is expected to grow from 16,000 adults in 2011 to 22,000 by 2026.
- The number of people with a learning disability is likely to increase over the next fifteen years. This is mainly associated with increasing life expectancy for people with learning disability rather than a higher incidence of learning disability in the population.
- The expectations and aspirations of people with learning disability and their families have grown. This includes increased expectation for living independently in the community and living 'ordinary lives' including meaningful activities including higher education, work, volunteering, socialising and leisure.

## Current Services

- The Council commissions residential care for around 150 people with learning disability. This number has declined over the last 10 years.
- The Council commissions supported living for around 190 people with learning disability and mental health illness. This number has increased significantly over the last 10 years.
- Overall, there has been a decrease in the number of people using day opportunity services during the last 5 years. A mixed market for day opportunities has developed, but is immature. It offers limited choice and lacks resilience.
- Employment support services are delivered by a new provider to Solihull, Ideal 4 All.
- Over recent years, Solihull has been successful in supporting people to move from institutional settings (such as hospitals or care homes) to live more independently in the community. Last year, only eleven adults (18-64) were placed in residential care, and the majority of residential provision is now in small homes, typically 3-4 bedded.



## Intentions

- Develop a flexible contracting arrangement for supported living. This will include market engagement and lead to a procurement exercise during 2019/20.
- Develop additional supported living capacity in the north of the borough.
- Support people to live in Solihull unless there is a good reason to live elsewhere. This includes consideration of those people who are currently living out of Borough.
- Continuing to assess our requirements for residential care in light of increased use of supported living.
- Continue to engage with local people with a learning disability and their families to shape future services.
- We will be looking in more detail at the needs of young people who have been receiving support through children's services, as they become adults, and work with the market to ensure there is a sufficient supply of the services that younger people need and prefer in the future
- Solihull continues to engage with people with learning disability, their families and carers and local voluntary organisations. This includes the Learning Disability Partnership Board, Changing Lives Board, Safe Places and Peer Visitor schemes.

### Market Opportunities

- We will invite providers of supported living to participate in market engagement and invite them to join a flexible contracting arrangement for supported living in Solihull.
- There is a shortage of supported living accommodation/support in the north of the borough. We will be working to find a site to develop a supported living scheme in the north of the borough.
- We want to work with organisations able to develop the market for personal assistants.
- We would like providers to look at the opportunities to work with our employment support services to offer employment to people who have lived experience.

## Transitions

Transitions between Children's and Adults' services are a key priority in national plans and in local Solihull strategies.

The NHS Long Term Plan states 'By 2028 we aim to move towards service models for young people that offer person-centred and age appropriate care for mental and physical health needs, rather than an arbitrary transition to adult services based on age not need reaches across mental health services for children, young people and adults.' The 'All Age Autism' Strategy 2016-19 and Joint SEND 0-25 strategy 2017-20 are directly relevant, as are the emerging 'Childrens Placements' Strategy and 'Sufficiency Duty'.

Childrens' and Adults' services share the ambition that young adults have choice about where they live and how they are supported, and that services take a strengths-based approach to support enabling young people to be confident, resilient and independent and to live 'ordinary' lives in their local community.

### Current Position

Childrens' services are working with 346 young people and young adults aged 16+, 105 of those are aged 16-18 (Aug 2019). Placements are provided by foster carers, residential children's homes and for some young people by Supported Lodgings Carers and external Supported Accommodation Agencies. 34 young people were in Supported Accommodation (March 2019). 24 young people in internal supported lodgings / staying put arrangements (August 2019).

Last year (2018/19) 24 young people (18-25) transitioned from Childrens' services to Adult Social Care services in Solihull. These young people were assessed as having eligible needs as a result of disability or mental health illness.

### Current Services

Working closely with Childrens' services, Adult Care & Support commission support for young people (18+) in a person-centred way, to ensure choice, and development of independent living skills. Our approach includes:

- A focus on making adult services like supported living, residential care, direct payments and domiciliary care accessible to people aged 18-25.
- Working with partners to further develop the local offer for 16-25 year old care experienced young people to ensure the right support at the right time as they become independent young adults.
- Supported accommodation provision for 16-18 year olds is procured via a regional framework agreement.
- Commissioning some services to support young people/adults up to age 25 e.g. SEND

Information, Advice and Support service

- Working with BSol CCG and providers to develop a 0-25 model of mental health support.

## **Intentions**

Transitions is an agreed priority for integrated working between SMBC and BSol CCG reporting to the Solihull Together Board. Our intentions include:

- Develop data on transitions cohort to inform the next refresh of the MPS, with indications of needs and service aspirations.
- Developing plans to increase recruitment of foster carers that offer 'staying put' and to develop 'Shared Lives' for young people 18+
- Continue to find appropriate person-centred support for each individual young person. We will continue to work the CCG colleagues as part of the Transforming Care programme which includes pilot work to develop new providers via the 'Small Supports' programme.
- The development of short breaks for adults based on supported living rather than residential care.
- Work with providers to encourage working across the transition age-range, to enable continuity of provider during transition.
- Improve access to Direct Payments and work with the NHS to improve access to Personal Health Budgets. To work with providers to develop flexible service offer to support using DP/PHB.

# Sensory Disability

## Population

Up to 30,000 people in Solihull live with hearing or sight loss, and this is likely to increase by a further 10,000 over the next ten years due to our ageing population.

## Current Services

Through the Community Wellbeing Service, the Council commissions a range of specialist information, advice, guidance, equipment and rehabilitation services for people with sight and hearing loss. These services are provided by a specialist charity with expertise in working with sensory impairments. Through the Community Wellbeing Service, which incorporates a range of public health initiatives, the Council envisages also that links will be made to support the prevention of sensory loss. Joint working with the Community Wellbeing partners will enable awareness raising within our frontline services of the impact of wider health determinants such as smoking, diet, exercise and environment upon sensory loss.

## Intentions

We would like to

- Raise awareness about sensory impairments to the social care sector workforce, including personal assistants, so that there is a better understanding of sensory loss and how it may impact upon people's needs, and the support available.
- Work closely with our provider market to enable provision to better meet needs related to sensory impairment
- Develop our understanding of what else we need to do to help prevent sensory loss, what the evidence base is for best practice and how we can work with partners in the provider market and NHS to achieve a better quality of life for those affected by sensory loss.

# Mental Health & Autism

## Population

- One in four people experience mental ill-health at some point in their lives.
- Over 20,000 people in the borough are likely to be experiencing mental ill-health conditions at any one time.
- Over 4,000 people access statutory Mental Health services in Solihull every year.
- Around 2,000 people in Solihull are thought to be living with autism.

## Current Services

Solihull Council works in partnership with Birmingham & Solihull Mental Health Foundation Trust (BSMHFT) and voluntary sector providers. We commission a number of services which support people with mental ill-health, including:

- Through our new Community Wellbeing Services, we are commissioning services which provide easy access to information, advice and support, and which promote health and wellbeing
- Early Help and Community Support such as drop-in support, advocacy, peer support, employment support, and mental health social work.
- Urgent professional support when people need it.
- Support to recover and maintain recovery in the community.

## Intentions

We would like to:

- Work with partners across Solihull to promote awareness of mental illness and break down the stigma associated with it, so that people feel able to ask for the help they need early giving a better prospect of recovery
- Commission services that help people to become more resilient, to become experts in the managing their illness, and to focus on recovery through their own personal plan
- Review services & pathways for people with autism, to ensure people get the support they need after diagnosis. We would welcome provider views on innovative responses to the needs of people with autism.
- Commission more supported living provision and have less reliance on residential care home services for adults of working age. We will therefore be establishing a flexible contracting arrangement for supported living during 2019/20.

### **Market Opportunities**

- Following market engagement we will invite providers to join a flexible contracting arrangement for supported living in Solihull.
- There is a shortage of supported living accommodation/support in the north of the borough. We will work with the market to identify more capacity for supported living in the north of the borough. We want to work with organisations able to develop the market for personal assistants.
- We would like providers to look at the opportunities to work with our employment support services to offer employment to people who have lived experience.

# Day Opportunities

## Current Services

Day opportunities can provide social and recreational activities, personal and practical care, the development of skills to aid independence, and activities designed to stimulate and engage people with profound and multiple disabilities. The majority of day opportunities in Solihull for people who receive public funding are provided directly by the Council, alongside some services delivered by voluntary & community groups and independent providers for particular groups of people. A small proportion of specialist provision is provided out of the Borough.

Over recent years the number of older people choosing day services as a way of meeting their support needs has reduced, yet the number of people aged 18-64 accessing day opportunities has remained fairly static. Mental health day opportunity services are delivered through a drop in service model and via peer support groups.

## Intentions

The challenge for the Council is how to offer flexible, relevant and cost effective day opportunities that meet people's needs and support them to live 'ordinary lives' in their communities. .

There will be a greater focus on:

- What people can do and could learn to do for themselves – strengths based.
- Using existing support networks and services to maximize the most effective use of available resources across Solihull.
- Flexibility – enabling people to dip in and out of services in ways that make sense to them.
- Activities linked directly to recovery and/or development of independent living skills.
- Work based training and support to enable people to move into supported or open employment.
- Delivery close to where people live.
- Stimulating activities for those with multiple and profound disabilities.
- Using personal budgets to enable flexible arrangements of day opportunities – incentivising a person centred approach within service offerings.
- A more co-ordinated approach to the commissioning of day opportunities across Council departments, so that employment, leisure, learning and preparation for work all feature.
- Investigate how our contracts can reward providers for supporting people to become more independent.

## **Market Opportunities**

We aim to work with:

- Providers who will develop the more specialist expertise required to meet the needs of Solihull residents within the borough, reducing the need for people to have to go out of Solihull to access the support that they need.
- Providers who offer services that actively aid recovery and/or the development of independent living skills
- Providers from the independent sector to work in partnership with community and voluntary groups to address gaps in customer need – for example supporting adults of working age to be work ready.
- Providers who will offer greater flexibility around choice and accessibility of services such as sessional access not just full days.
- We would like to work with providers who can offer short breaks and respite that utilizes local day opportunities



## Carers

### Population

- Solihull has an estimated 25,000 unpaid carers
- Almost 5,900 carers in Solihull are themselves over 65.
- 1,400 local carers say that their own health is either bad or very bad
- 13,100 carers combine caring with paid employment
- More than 3,000 carers are registered with Carers Trust Solihull
- We expect the number of unpaid carers in Solihull to grow, and we expect that more of these carers will have their own health needs.
- Carers of people with dementia can experience particular challenges and will need the right support at the right time
- Solihull's Carers Needs Assessment 2017 provides more detailed information around the profile of Solihull's carers

### Current Services

- Carers Support Services in Solihull are commissioned as part of the Council's package of Community Wellbeing Services. This includes information, advice, support groups, digital resources, and dedicated support for young carers.
- All carers are entitled to a carers assessment carried out by either the social work teams or Carers Trust Solihull, which can help them plan for their own needs and access appropriate services, and an annual review of their needs

### Intentions

- We have worked already with carers to refresh our Carers Strategy, agree a new action plan, and develop Our Offer For Carers so that their entitlement to support is clear
- We will work with our partner agencies, including health services and community-based groups, to identify and reach out to hidden carers
- We are exploring opportunities to develop responsive services through which families can access emergency respite when they need it
- We would like to develop opportunities for volunteers to support carers, including befriending and sitting services
- We are scoping wider opportunities to support carers of people with dementia

- We would like all providers from whom we commission services to adopt the WM ADASS Carer Friendly Employer Pledge.

### **Market Opportunities**

- We would like providers to develop more respite and short breaks provision that can be offered to both Council funded people and those who self-fund their care and support.
- We want to work with providers to scope the potential need for / impact of an emergency home care service for carers.
- We want to work with organisations able to develop the market for personal assistants.
- We would like providers to look at the opportunities to work with our employment support services to offer employment to people who have lived experience.
- We would like providers to look at how they can offer up space and support for carer peer support cafes as part of their Corporate Social responsibility.

# Housing Options for Older People

## Current Services

The Care Act explicitly references housing as part of our statutory duty to promote the integration of health and social care. Our aim is to enable people who have care and support needs to remain living in their own homes. Many of our residents receive the help and support that they need without having to move out of their homes. Older people want housing that is well designed, well located and fully accessible. For others this is not possible and even with adaptations to the property some environments may prove unsuitable and alternative support options need to be secured. Housing options for older people range from:

- Support for people in their family home – support delivered via care at home services either Council or privately funded.
- Downsizing to private ownership or rental- such schemes include housing options referred to as retirement housing or sheltered accommodation. This sector has grown significantly over the years. Any support required will be delivered via external care at home provision or via support that is delivered as part of the scheme where the person lives.
- Extra Care Housing – such schemes offer a way for people to continue to live as independently as possible when their care and support needs increase, without the need for them to move into more institutionalised forms of accommodation. The accommodation can be owned, rented, part owned/part rented or leasehold. The model of Extra Care that the Council commissions has recently been re-designed and the care support for three Extra Care Housing schemes has recently been re-tendered.

## Intentions

- To engage with people in Solihull to gain a better understanding of the types of housing and support that they want now and in the future as they become older
- To work with housing providers to help shape the market.
- To build our market intelligence regarding the preference for Extra Care Housing and Supported Housing including facilities focused on self funders.
- To develop models of care and support that deliver person-centered care and which enable people to exercise choice and control.

### **Market Opportunities**

- Our Housing needs analysis indicates that Solihull has sufficient current supply of Extra Care Housing and supply in the pipeline to meet identified local need up until 2025.
- For existing providers, we are interested in the potential to offer the resources and facilities available on site for residents and the wider community. Such activities could include provision of day opportunities and special interest clubs which can be marketed to both residents and people living in the local area.
- Opportunities for people to use a direct payment or personal budget to access activities available, assuming that this is welcomed by people living within the scheme. This should bring in an additional income stream thereby reducing required increases in the service charges for residents.

# Homelessness

## Population

The three main providers of homelessness service and accommodation in Solihull – Solihull Community Housing (SCH), St Basils and Solihull Integrated Addiction Services (SIAS) – reported approximately 500 households who were at risk of homelessness and receiving support at the end of 2018. Added to this there were 330 households that could be considered homeless at the time, most of which were in temporary accommodation (TA) and others in various supported accommodation with a small number of rough sleepers (4).

The Autumn 2018 Rough Sleeping statistics recorded 4 individuals on the one-night snapshot. This figure derives from evidence-based estimates from local agencies rather than a visual count. The total compares to 2 in 2017 and 6 in 2016. Regular monitoring by Solihull's outreach service shows that there are between 2 and 4 over the year.

Available data suggests that there has been an increase in demand for the homelessness service since the introduction of new legislation, the Homelessness Reduction Act in April 2018. During the first nine months' operation of the new arrangements, the number of 'approaches' because of actual or potential homelessness totalled 1690. The closest available comparison for the corresponding period of the previous year shows that Solihull Community Housing had carried out 956 homelessness interviews and taken 783 homelessness applications.

The updating of Solihull's Homelessness Review during 2018 and consultation on the 2019 Homelessness strategy has highlighted several particular areas of concern to be addressed by partners working together to deliver the new strategy. These are:

- rough sleeping, including the increase in the number of individuals at risk of rough sleeping, and the effect that an increase in begging by people who are not homeless is having on public perception;
- the increase in approaches for assistance particularly from those who are 'homeless today' for whom there is little opportunity for prevention;
- increased numbers and length of stays of households in temporary accommodation and increased use of budget hotels for families;
- the shortage of suitable accommodation in Solihull, including emergency and temporary accommodation options and move-on accommodation;
- a lack of supported accommodation, particularly to meet the needs of individuals with complex needs who present a high level of risk to themselves or to others.

## Homeless people & those at risk of homelessness

The Council's homelessness strategy sets out the following objectives:

- **Prevent** homelessness whenever we can;
- **Relieve** homelessness when it can't be prevented;
- **Support** vulnerable people who are homeless or threatened with homelessness;
- **Connect** services at the strategic, policy and operational levels.

### Current Services

SMBC has commissioned three services to deliver a homelessness service encompassing prevention, relief and support:

1. The Homelessness and Housing Options Service – delivered by SCH.
2. Solihull Youth Hub (16-25 without dependents) including management of supported accommodation for young people – delivered by St. Basil's.
3. Housing Support for Vulnerable Adults Service which includes homelessness outreach to engage – delivered by SIAS with those who are, or are at risk of, rough sleeping.

Others partners contribute significantly to the delivery of services to homeless households in Solihull through provision of timely information and advice on housing options, the direct provision of temporary, supported and longer term accommodation options (social and private landlords), support to help individuals source suitable accommodation options in the private sector and specialist provision for customers with specific support needs e.g. young people including care leavers, ex-offenders, entrenched rough sleepers, people with drug and / or alcohol dependency, people with mental health needs and victims of domestic abuse.

### Intentions

- We aim to prevent individuals and families from becoming homeless wherever possible – this requires the offer of timely and appropriate information and advice to people with housing problems which could lead to homelessness and where there is the imminent threat of homelessness targeted case work to provide personalised advice and assistance to avoid the loss of a home.
- Where we cannot prevent homelessness, we will to work with households to relieve their homelessness by ensuring that appropriate accommodation is available to the household for at least 6 months. This requires access to a range of suitable accommodation options to meet local need, in terms of type, size and location.

- We need to meet demand in a way which minimises the number of people referred to budget hotels and provides a range and variety of local options
- Solihull has limited accommodation for those who require immediate access and support, although further emergency / crisis provision is required for certain groups e.g. young people, but specifically lacks accommodation options for those who have stabilised and are on their way to independence but still require some support. To address these issues there is a need to provide the following:
  - step-down provision for people who have been in supported accommodation but who are now semi-independent and do not need all of the support services anymore;
  - somewhere which offers affordable independent living space with minimal outreach support for those who are ready to commit to training and / or employment in order to become fully independent over time. (Existing supported provision is too expensive for those who are working or apprentices);
  - suitable, targeted floating support options to ensure smooth transition of individuals into their own tenancies and a phased withdrawal to increase the likelihood of tenancy sustainment.
- We would like to work with private landlords and letting agents to further develop suitable options in the private rented sector to enable us to discharge prevention, relief and main duties to homeless households or those threatened with homelessness.

## **Market Opportunities**

- We would like to talk to private and social landlords, including providers of specialist and supported accommodation about opportunities to meet the needs identified in the Council's Homelessness Review & Strategy
- We would be interested in talking to providers about opportunities to expand local options for individuals who are moving toward independent living but require low level support and affordable accommodation in order to commit to training / employment development options
- We would like existing providers to review accommodation pathways and identify any opportunities to increase the provision of emergency accommodation and / or provide suitable accommodation to prevent individuals from sleeping rough
- We want to talk to partners about meeting the specific health and mental health needs that the homeless population, in particular rough sleepers, present with through the delivery of flexible and innovative services that can be provided on an outreach basis where necessary
- We would like providers to look at the opportunities to work with our employment support services and homeless customers to offer employment to people who have lived experience.



# Direct Payments and Personal Budgets

Around 660 people receive Direct Payments in Solihull. This is 38.5% of people receiving a long-term service from ACS.

This is made up of:

- 220 older people
- 24 people using mental health services
- 187 with a learning disability
- 133 with a physical disability

The number of people using Direct Payments to manage their social care needs continues to increase. However, those reporting increased choice and control is lower than the national average. As part of the Community Wellbeing Service offer, we have recently awarded a contract to provide a direct payment management service.

We will continue to work with people using services, carers and support organisations to find new ways to improve access to Direct Payments, and to have a broad and flexible range of available services to purchase with their Direct Payments. We are particularly keen to support more people to use Direct Payments flexibly, and to employ their own Personal Assistants (care workers employed directly by their employer – the disabled person or their representative) in order to maximize their outcomes.

As with other aspects of workforce, we face an increasing challenge in finding sufficient supply at the required quality to enable successful employment of Personal Assistants. However, we are aware that the factors influencing this market may be slightly different to those facing owners of residential care homes, for example.

## Intentions

We continue to work to understand this element of our workforce and the key factors influencing people to become a Personal Assistant, or to remain in the role.

We are keen to work with agencies supporting people to develop employability to work together to facilitate new entrants to the social care workforce.

# Workforce

- Skills for Care have estimated there are 6,000 adult social care jobs in Solihull. Of these 500 are managerial roles, 300 are regulated professionals and 4,500 direct care workers.
- Around a fifth (21%) of the workforce in Solihull were on zero-hours contracts. This is slightly lower than both the regional (23%) and national (25%) position.
- The majority (84%) of the workforce in Solihull are female and the average age is 42.8 years old. Only 10% are aged 24 and under, but those aged over 55 represented 24%.
- Recent work has shown that 6.2% of roles in adult social care were vacant, which equates to around 325 vacancies at any one time. However, this rate is considerably higher for registered nurses.

This issue is particularly acute in Solihull due to the relative age of our population (meaning the percentage of our population that is of working age and available for work is reducing), relatively high housing costs, and high average earnings (mitigating against work in social care which is relatively low paid).

The social care workforce has changed over time, with some roles reducing and others expanding. For example, a smaller proportion of the workforce is within residential or nursing care, and a larger proportion works in the community, including the role of Personal Assistant which has only emerged since the 1990s. Skills for Care estimate that over 65,000 people employ Personal Assistants in social care in the UK, and this number is growing.

## Intentions

We intend to continue working with partners in social care and health to raise the profile of careers in social care and to address barriers to new entrants, and to retention. The Council has established a Sustainable Workforce Board with a number of key projects in support which comprise:

- **Supporting unemployed people to become work ready.**  
The Council funds or provides a range of services to local people to become work ready. The employment pathway incorporates:
  - Youth Promise Plus a partnership of Birmingham City Council, SMBC, Princes Trust, UHB and a range of commissioned provision providing specialist mental health and learning disability support. This initiative supports people 15-29 years of age.
  - European Social Fund Employability programme which is led by SMBC Employment and Skills Team in partnership with CAB Solihull, Colebridge Trust, RECOM and Libraries. This initiative supports people aged 30 years plus.
  - Solihull Specialist Employment Support Service delivered by Ideal 4 All which provides

more intensive support for people with disabilities and/or mental ill health.

- Individual Placement Support services commissioned by BSOL CCG for people in contact with secondary care mental health services. This service is delivered by Better Pathways.

- **Supporting providers to connect with the potential workforce**

We will achieve this through close links between Council employment support services and social care providers as described above. We aim to support employers to maximise access to funding support for employment initiatives, including the use apprentices.

- **Supporting providers to better analyse training needs and identify opportunities for the sector to access and/or deliver the training required.**

This will include support/training for providers with training needs analysis to identify training requirements matching this with existing training and identifying opportunities for providers to offer training to the sector.

- **To work with all partners to maximise the opportunities for people to access pathways enabling long term careers in the care sector.**

We will achieve this through:

- Partnerships with schools, colleges and universities
- Close links with employment programmes described above
- Better understanding of the opportunities for use of apprenticeship levies in supporting people to progress their careers in care.
- A system wide approach ensuring that employment strategies are co-ordinated so that one part of the system is not working in a way that will be detrimental to the rest of the sector.

- **To support providers to maximise the use of technology in the delivery of care and support to make the most efficient use of the precious resource of care/support workers.**

We will achieve this through:

- digital projects to address skills requirements of the social care workforce.
- Support to best utilise available information and communication technology
- Support to best utilise electronic rostering to increase workforce efficiency.
- Support to access appropriate electronic call monitoring
- Digital offer to include OT preventative options, self-purchase and access to OT advice

### **Market Opportunities**

- Using the training needs analysis to identify gaps and develop appropriate training courses to address. Such training could be sold to providers operating within Solihull and beyond.
- Opportunity to link with local employment support programmes for recruitment of local care workers.

# Technology

The appropriate and intelligent use of technology can enhance social care. This can be by supporting our workforce to be more efficient, and by helping people to live more independently without the need for input from care workers.

The Council has been working closely with Solihull Community Housing to offer customers a range of services to support independence. These services bring together the safety net of electronic alarms and other devices with regular contact with an officer to check wellbeing. In addition the Council has been using a wider range of equipment to help understand people's requirements and meet their needs in creative ways – for example GPS trackers for people experiencing memory problems or confusion.

Other electronic initiatives have included electronic home care monitoring, and the use of portable digital technology to improve efficiency and help our social care teams to provide timely, high quality information and advice.

## Intentions

We would like providers to think about how technology can best be used to support people to remain as independent as possible for as long as possible; re-abling people rather than increasing support which ultimately increases their dependency.

### **Market Opportunities**

We would like to work with providers:

- Who have staff skilled and equipped to identify opportunities for the use of digital technologies and to digitally enable people to be confident in the use of such technologies in meeting their needs.
- To scope opportunities for incentive schemes that will help drive greater efficiency in the care and support market.

# Our Commitment To You

- We will regularly update our market position statement. We are keen to explore new ideas to better stimulate the market
- We are keen to look at opportunities for more innovative approaches to meet needs in a more timely, more effective way that helps deliver improved value for every £1 spent.
- We will hold regular forums with providers to share information and exchange knowledge.
- We will develop the newsletter to be something that is seen as useful to the sector and which supports two way conversations.

## Solihull Needs You

For further discussion, you are invited to book a personal appointment to discuss how we can work with you as an existing, or new care provider.

To arrange an appointment please contact the Commissioning Team via:

**Phone:** 0121 704 6505

**Email:** [commissioningteam@solihull.gov.uk](mailto:commissioningteam@solihull.gov.uk)

**The Market Position Statement will be updated regularly. We welcome your suggestions, questions and comments to help inform this.**



Produced by: Commissioning Team, Adult Care & Support  
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**Solihull**  
METROPOLITAN  
BOROUGH COUNCIL