

Meeting:	Cabinet
Meeting date:	Thursday 25 February 2021
Title of report:	Herefordshire Market Position Statement 2020-2025 for Adults and Communities
Report by:	Cabinet member for health and adults wellbeing

Classification

Open

Decision type

Key

This is a key decision because it is likely to be significant having regard to: the strategic nature of the decision; and / or whether the outcome will have an impact, for better or worse, on the amenity of the community or quality of service provided by the authority to a significant number of people living or working in the locality (two or more wards) affected.

Notice has been served in accordance with Part 3, Section 9 (Publicity in Connection with Key Decisions) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

Wards affected

(All Wards);

Purpose

That cabinet approves the Market Position Statement 2020-2025 which informs the care and support market on where the future demands on services will be so they can adapt their business models to respond and reflect the needs of the county's population.

Recommendation(s)

That:

- (a) cabinet approves the attached draft Market Position Statement 2020-25 in appendix a; and**
- (b) that cabinet approves the response to the scrutiny recommendation in appendix b**

Alternative options

1. Not to have a Market Position Statement (MPS) for Herefordshire; this is not recommended. Whilst a MPS is not a statutory duty of the council it is deemed as good practice and evidence that the council is supporting and developing a market that delivers a wide-range of sustainable high-quality care and support services that will be available for our communities as enacted in the Care Act 2014.

Key considerations

2. The MPS is intended to provide a summary of supply and demand needs for the care market now and in the future, signalling business opportunities and explaining how the council intends to buy/develop services. The statement will inform organisations providing care and support to be able to know who they are designing services for so they can develop the right support for the right people, at the right time in the right place.
3. Herefordshire's care market is a diverse one, predominately made up of small/medium local businesses with many of them local family run services with only a few large national organisations delivering services locally.
4. Herefordshire also has a high proportion of those referred to as "self-funders"; those who fund their own care as they are not eligible for financial support from the council. It is important to recognise that the needs of all the community must be managed, not just those eligible for social care support, however this does provide challenges to ensure all needs can be met in a cost effective way.
5. The existing MPS approved by cabinet in 2014 is no longer fit for purpose. The strategic direction for the council has changed from its previous focus on meeting formal care needs. This MPS has a wider remit, recognising that needs can be met in different ways for example utilising the strength and skills we have in our communities. The main themes within the MPS include:
 - Prevention and demand management
 - Strength based ethos across the council and its providers
 - Led by the Talk Community model and approach to support a wider community cohort
 - Strengthen its technology enabled living approach.
6. The MPS sets out some clear commissioning intentions developed with the children and young people directorate to ensure aligned focus where appropriate. These intentions will be the framework of which commissioners will ensure all activity relates to; providing providers with clarity on the future delivery models and expectations of the council. The following 12 intentions will be the focus until 2025 but continually reviewed;
 - Demand management through strength based approach and developing models and services that will support the principle that "home and family can be best".
 - Create a versatile, cost effective and sustainable market at a Primary Care Network (PCN) level.

- Increase and improve services that support complex and challenging behaviours such as autism or dementia.
 - Enhanced support for those who fund their own care.
 - Work across health services, children and young people services and adult services to integrate our commissioning and market management approach where appropriate.
 - Invest in early help prevention and community services.
 - Improve and embed mental health and wellbeing in all services design.
 - Support and develop the health, family support and social care workforce.
 - Embed technology where it delivers benefits across pathways and services.
 - Promote an inclusive customer focus to ensure fair access to services.
 - Significant development of accommodation and support to dramatically reduce homelessness in Herefordshire and ensure pathways to safe housing and independence for vulnerable people including care leavers, ex-offenders and others.
 - Design and recommission services in partnership to meet new legislative and policy changes relating to domestic abuse, advocacy, homelessness and refugees resettlement.
7. This MPS endorses the council's ambition to become a larger provider in the market recognising the opportunities this may bring and building on the existing in house services it is currently delivering to ensure needs are met and services are flexible and responsive to changing needs.
 8. The MPS for the first time reflects the all ages commissioning agenda and approach and is the beginning of an alignment to these areas and forms the basis of planning for further integration.
 9. This document will be supplemented with a dedicated webpage of data and performance information reflecting the changing priorities and the need to be flexible and adapt to changing needs. The commissioning intentions will be reviewed annually.

Community impact

10. The MPS is based on factual information and linked to the understanding Herefordshire trends and analysis.
11. The MPS contributes to the county plan 2020-24 ambition to 'strengthen communities to ensure everyone lives well and safely together' and to 'support an economy which builds on the county's strengths and resources'. It also looks to develop the use of technology to enable independent living.
12. The MPS will enhance the work with children and young people services and ensure appropriate support and services are available to those who will transition into adult services.
13. Having the right services and a highly skilled and compassionate workforce to support the counties most vulnerable in our communities is essential if we are to meet the needs of our growing ageing population.

Environmental Impact

14. Upon approval the MPS will seek to support to deliver the council's [environmental policy commitments](#) and aligns to the following success measures in the County Plan. It will

aim to support the reduction of carbon emissions through the service specifications, and delivery in geographic locations to cut down journeys whilst also encouraging other modes of transportation where possible including walking, public transport, car sharing and bicycle routes.

15. Herefordshire Council provides and purchases a wide range of services for the people of Herefordshire. Together with partner organisations in the private, public and voluntary sectors we share a strong commitment to improving our environmental sustainability, achieving carbon neutrality and to protect and enhance Herefordshire's outstanding natural environment.
16. Whilst much of this decision relates to back office functions and will have minimal environmental impacts, consideration has been made to minimise waste and resource use in line with the council's Environmental Policy
17. The environmental impact of this proposal will be considered through any future service specification and includes appropriate requirements on the contractor/delivery partner to minimise waste, reduce energy and carbon emissions and to consider opportunities to enhance biodiversity. This will be managed and reported through the ongoing contract management.

Equality duty

18. Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to -

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
19. The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services. Our providers will be made aware of their contractual requirements in regards to equality legislation.
 20. The Equality Act 2010 established a positive obligation on local authorities to promote equality and to reduce discrimination in relation to any of the nine 'protected characteristics' (age; disability; gender reassignment; pregnancy and maternity; marriage and civil partnership; race; religion or belief; sex; and sexual orientation). In particular, the council must have 'due regard' to the public sector equality duty when taking any decisions on service changes.

Resource implications

21. There are no specific resource implications relating to this report, the current and future work of adults and communities commissioners along with children and young people will be informed by these commissioning intentions if they are adopted and will subsequently impact on the way the council reviews, develop and potentially commissions services in the future.

Legal implications

22. Under the council's constitution, it is the role of this committee to review and scrutinise the decisions and actions in connection with the discharge of any council statutory duties, in particular concerning adult social care.
23. Whilst no legislation requires a market position statement to be made, the council under the Care Act has an on-going duty to support and develop the care market within Herefordshire to assist with the delivery a wide-range of sustainable high-quality care services.

Risk management

24. None in the relation to this report. The MPS will however have future implications on the market by the nature of the commissioning intentions and the direction of travel for the council.
25. Any risk in the care and support market has been identified and in the council's risk register which is regularly reviewed. In light of the recent challenges Covid-19 has brought and will continue to bring, the market is reviewed continually through market surveys and discussions both locally, regionally and nationally.

Consultees

26. The views of the market have been sought in the development of this strategy, along with commissioners in the children and young people's directorate and health colleagues.
27. No comments were received from the political groups.
28. The MPS went to scrutiny for review on the 23 November 2020 and the recommendations and responses can be found in appendix 2.

Appendices

Appendix a: Herefordshire Market Position Statement 2020-2025

Appendix b: Summary of recommendations to the executive and executive responses (Herefordshire Market Position Statement 2020-2025 for adults and communities)

Background papers

None