Adult Social Care Services
Commissioning Strategy 2016-2021

Strategic Commissioning Division
1. Introduction

This five year strategy meets the Council’s vision and priorities and is underpinned by the principles in the Adult Social Care Vision 2014 which was developed by adult social care staff, customers and carers. This is an overarching strategy setting out the key commissioning priorities and intentions for Wokingham Borough Council’s Adult Social Care. It is linked with a range of existing Council strategies (see box on page 3). In addition, a number of more detailed commissioning and procurement plans will be developed within a year which will focus on specific areas of need such as independent living and housing.

The commissioning strategy is informed by the Joint Strategic Needs Assessment (JSNA), the local market (as analysed in our Market Position Statement) as well as the review of the prevention and carers non-statutory services completed in June 2016.

2. National and local policy context and strategic priorities

The Care Act 2014 puts new responsibilities on local authorities to ensure that there is a vibrant, sustainable and diverse local market for care and support services. The new, national eligibility criteria framework means that in Wokingham Borough an increased number of residents are now entitled to statutory support.

Putting carers on the same statutory footing as the people they care for also increased the local authority’s responsibility to provide diverse services for carers. The overarching principle of well-being means that the services commissioned by local authorities have to focus on maintaining physical and mental health as well as independence.

Personalisation is now enshrined in law which means that social care customers are entitled to choice and control of their support services. Therefore, it is imperative that services commissioned by the local authority reflect the needs of individual customers and carers as well as the needs of wider population in terms of prevention.

In addition, personalisation in terms of the customers’ choice and control over their personal budgets, particularly through the use of direct payments, also means that spot purchasing arrangements and customers purchasing their own care are increasing replacing block contracts. The local authority’s role is moving away from direct commissioning of each service to market development – identifying gaps in the provision of services and supporting providers in developing services to meet the local needs.

The Better Care Fund enables joining of resources and commissioning of services to meet better health and social care outcomes. The commissioning practices need to focus on integration of services, but also joint working with a large number of partners such as CCGs, voluntary sector and other local authorities.
There are specific pressures in Wokingham Borough such as the ageing population, shortages in specialist housing and high cost of services. This is combined with the need to commission diverse services to offer choice to our customers.

The commissioning priorities are delivered against the backdrop of a number of financial constraints. There is an ongoing reduction in the public sector funding – by 2019/20 the Council’s grant will be reduced by £19.2m. 36% of the overall Council budget is spent on Adult Social Care. The Council is forced to make efficiencies to ensure that vital services continue to be delivered and is doing this through the 21st Century Council Programme of changes to the way services are provided. Therefore there is a need to commission services that promote independence through self-service and access to community based support.

### Local documents supporting the commissioning strategy

- **Adult Social Care Vision 2015**
- **Better Care Fund Plan**
- **Carers Strategy 2016-2019**
- **Health and Wellbeing Strategy 2014-2107**
- **Joint Wokingham CCG and Wokingham Borough Council Emotional Health and Wellbeing Strategy 2015 to 2017**
- **Joint Strategic Needs Assessment**
- **Market Position Statement**
- **Medium Term Financial Plan 2016-2017**
- **Housing Strategy 2015 - 2018**
- **Provider Failure Protocol**
- **Wokingham Borough Council Plan 2014-2017**
- **Wokingham Borough Council’s Procurement Plan**
- **Wokingham Borough Council’s Vision**

### 3. Commissioning opportunities and challenges

- The Council’s trading company, Optalis, offers opportunities to develop services creatively in partnership with the Council and other stakeholders
- Integration and joint commissioning create opportunities for sharing of resources and expertise
- Better utilisation of community resources will help to ensure that customers can meet their needs in a more personalised way
- New developments in the Borough offer opportunities for modernisation of services
- Vibrant voluntary sector and a large number of volunteers
- Good links with local businesses
- Positive provider feedback about working with the Council
- Ongoing reduction in the public sector funding
- High cost of living / shortage of affordable housing in Wokingham Borough
- Impact of a large number of self-funders on the local prices
- Competing for services with other Berkshire Local Authorities
- Demographic pressures, particularly in terms of meeting the needs of the ageing population, development of services for people with dementia, autism and those with complex needs
- Transformation of the local market (statutory and non-statutory services) to ensure personalisation and outcomes focused services
4. Demographic trends

**POPULATION**

*Additional services for older people, people with long term conditions and carers will be required to meet the needs of the growing population.*

- The population of the borough is predicted to increase from 161,400 to 169,000 by 2020
- In addition by 2026 there will be 13,500 new homes in Wokingham Borough
- The number of people living in the borough aged over 75 will increase by 18.5%, from 14,615 in 2015 to 17,320 by 2020

**YOUNGER ADULTS**

*Whilst there is no significant increase in the number of younger adults with social care needs predicted in the near future, more personalised services are needed to better support these residents.*

*By 2020 it is predicted that:*

- The number of people with a moderate to severe learning disability will increase by 2% from 536 to 547
- The number of people aged 55-64 predicted to have a moderate or severe learning disability will increase by 13% from 93 to 107
- The total number of people aged 18-64 with a moderate or serious physical disability living in the borough will increase by 5%, from 10,093 to 10,570
- The total number of people aged 18-64 with a mental health problem (including personality disorders) living in the borough will increase by 2% from 25,565 to 26,093

*(source: PANSI)*

**Older People**

*An increased number of older people will require support, particularly in terms of home care, specialist accommodation and dementia services.*

*By 2020 it is predicted that:*

- The number of people over 65 in the borough living with a long term illness which limits their day to day activity a lot will increase by 19% from 4,442 to 5,290.
- The number of people over 65 living in the borough with dementia will increase by 25%, from 1,873 to 2,340

*(source: POPPI)*

**Carers**

*A growing number of residents with caring responsibilities will require support, especially older carers and carers who are working.*

- There are around 14,000 people in Wokingham Borough providing unpaid care to a partner, family member, or somebody else. Of these, around 3,000 are older people (over 65 years) and this number is projected to rise to 4,128 by 2030
- One in every 10 of Wokingham Borough’s adult population is a carer (11%)
- Caring responsibilities in Wokingham Borough are greatest for adults aged 50 - 65 years
- The majority of carers in Wokingham Borough are women (58%)

*(source: Census 2011)*
5. Our customers

**Overview**

We support around 1550 customers. 50% are older people, followed by people with learning disabilities (32%), people with physical disabilities (12%) and people who use mental health services (6%).

**Young people**

There are around 20 young people each year transitioning from Children’s Services to Adult Social Care. Required support includes education, employment and housing.

**Carers**

Wokingham Borough Council directly provides services to over 600 carers and many more receive support through 20 carers non-statutory services. Services for carers include breaks, support groups and specialist information and advice.

**Older people**

Older people predominantly use home care / supported living (49%), residential and nursing home care (33%), followed by day care (12%). Older people are the second highest users of direct payments (28%). There are a number of prevention services for older people including lunch clubs, a visiting scheme, falls prevention and physical activities.

**People who use mental health services**

These customers primarily use supported living (57%) and day care (25%). 6% of direct payments customers who use mental health services. Prevention services include day time activities and support with managing daily living issues such as finances.

**People with physical disabilities**

These customers primarily use home care / supported living (64%) and day care (46%). Take up of direct payments is quite high (a quarter of all direct payments customers have physical disabilities). Prevention services include specialist support relating to long term conditions, physical activities including sports, keeping fit and active.

**People with learning disabilities**

Most of our customers with learning disabilities (62%) access day care activities, followed by home care / supported living (40%). Take up of direct payments is the highest amongst people with learning disabilities (40% of all direct payments users). Prevention services focus on specialist support and advice as well as a range of social activities.

5. Contracts and grants profile

- The Council commissions over 300 adult social care services from around 250 providers and there are over 200 contracts and grants in place
- 4% of services are jointly commissioned with other Local Authorities across Berkshire or Berkshire West and some are commissioned jointly with CCG (e.g. Better Care Fund services)
- There are over 40 different non-statutory (prevention) services and 20 carers non-statutory services ranging from advice and information, clubs and support groups through to day time activities and specialist support; the funding for these services includes a contribution from Public Health to ensure that the Joint Strategic Needs Assessment priorities are met

Adult Social Commissioning Strategy - UNCLASSIFIED
There are over 30 residential and nursing care homes in Wokingham Borough and the Council commissions around 1/3 of all the care home beds.

The Council intends to reduce the number of grants and issue contracts instead to ensure sustainability of the local market.

The Council’s trading company, Optalis, provides a number of services including day care, employment support and residential care. Optalis acts as the Council’s in-house service provider.

6. Emerging needs

- **Services focusing on self-help** – our residents increasingly want to be in charge of their own support and care services and be able to make informed choices based on easily accessible and comprehensive information and advice.

- **Reducing social isolation** – less than 50% of Wokingham Borough Council’s customers have as much social interaction as they would like (source: Adult Social Care Outcomes).

- **Increasing the number of people enabled to live at home independently** – Wokingham Borough is below national and local average for the number of people who receive reablement; but where reablement is provided, the outcomes are positive (source: Adult Social Care Outcomes).

- **Reducing the need for people to go to hospital** – there is an ongoing pressure to ensure that people are well supported at home and to reduce the number of unnecessary admissions.

- **Specialist housing, extra care housing and supported living** – due to the ageing population and the expectation from people of retaining their independence, there is a growing need for specialist housing for older people as well as specialist housing for people with learning disabilities, physical disabilities and mental health (all age groups); in addition, there is a particular need for specialist housing support / accommodation for young people transitioning from children’s services; we aim to support people at home or through specialist housing provision where possible and reduce the number of residents moving into residential care.

- **EMI and nursing home care** - there are over 600 nursing home beds in Wokingham borough and a number of new homes are opening in the near future; however there is a shortage of specialist provision to meet higher care needs and the cost of such placements is increasing.

- **Support for people with dementia** – due to the ageing population and an increase in the number of people with dementia, there is a growing need for specialist services for people with dementia and their carers.

- **Services for people with autism and Asperger’s syndrome** – there’s a need for increased services for people on the autistic spectrum, in particular for with challenging behaviour and / or other complex needs.

- **Services for people with multiple and complex needs** - there is a lack of adequate services for people who have learning disabilities as well as physical disabilities; people with learning disabilities whose needs are related to ageing.
7. Commissioning priorities

“Commissioning is the process of identifying needs within the population and of developing policy directions, service models and market, to meet those needs in the most appropriate and cost effective way”, Institute of Public Care

**SELF-HELP, PREVENTION AND EARLY INTERVENTION**

We will commission community based services that promote self-help, so our residents can access a range of information and services that help maintain their well-being and independence. Our focus is on prevention and early intervention in line with the Care Act 2014 principles to ensure that there is a wide range of community based services which can be directly accessed by people with care and support needs and their carers.

- We will commission carers services in line with the new carers commissioning model (information and advice; emergency support, specialist support and community based services)
- We will work with the market to develop a range of prevention and early intervention services that reduce the need for statutory service
- Residents will have access to information and advice about community based support provided by voluntary and statutory services such as community navigators and health and social care hub

**PERSONALISATION**

We will commission statutory services that offer customers choice and flexibility and are focused on building on assessments and support plans that identify people’s strengths and outcomes that will meet their aspirations.

- Asset based assessments and support planning will enable our customers to access statutory services as well as a range of community based support and services
- We will commission services from a wide range of providers to give people choice and deliver value for money in the use of their personal budgets and using the limited public funding efficiently
- We will empower our customers to directly access services through direct payments (with use of a card based system enabling more people to manage their own support services)
Commissioning priorities cont.

**INTEGRATION AND PARTNERSHIP WORKING**

We will continue to develop closer commissioning arrangements with the Clinical Commissioning Groups. We will also work in partnership with the voluntary, statutory and private sectors to ensure best use of expertise and resources in order to maximise positive outcomes for customers.

- We will continue to use the Better Care Fund as a vehicle to commission services that promote health and well-being, reduce hospital admissions and reduce pressure on primary health care and social care services.
- We will jointly work with other local authorities and CCGs to identify and commission services that deliver efficiencies and best value and quality to our customers.
- We will strengthen our engagement with the voluntary and private sector organisations to understand demand, gaps in the service provision, impact of the local services and shape the local market.

**CAPACITY, DIVERSITY AND SUSTAINABILITY**

We will ensure that the local provider market is thriving and meet the demand for services, particularly in relation to those areas where demographic pressures suggest significant increases in demand, such as dementia and end of life care in the community.

- We will support the local market by offering contracts that are appropriate in duration and are flexible to meet changes in demand and potential changes in legislation as well as engaging with providers through provider forums and contract monitoring arrangements.
- We will work with providers and the voluntary sector infrastructure organisation to reduce dependency on the public sector funding by sharing information about the local market and alternative sources of funding.
- We will identify key services where a provider failure will make a significant impact on the market capacity and we will offer the providers necessary support to reduce risk of failure.

**QUALITY AND VALUE FOR MONEY**

We will develop better commissioning systems and processes to define, identify and evidence high quality service provision. We will support the local market to provide affordable services that meet the local demand.

- We will use information from quality assurance, benchmarking, market analysis, CQC reports, the JSNA as well as local and national commissioning networks to ensure that our commissioning practices promote quality and value for money.
- We will implement new service specifications and contracts monitoring processes.
- We will work closer with our providers to develop effective contract management and monitoring arrangements to ensure delivery of high quality services and value for money.
8. Commissioning approaches

**Achieving Outcomes**
- Services will be increasingly commissioned to meet specific outcomes rather than delivering time and task based activity.
- Services will be commissioned using local market information, evidence, skills and resources to the best effect.

**Maximising Independence**
- Services will be expected to operate in a way that seeks to maximise independence and prevent or delay the onset of greater needs.
- This will be achieved through commissioning services which place a premium on supporting people to be independent as possible and which link into other services and provide support in an asset based and person centred way.

**Person centred**
- Customers and carers are more directly involved in planning and shaping services.
- This will be achieved through involving customers and carers in the commissioning and procurement activities.

**Delivering quality and value for money**
- Services will meet customers' needs in a way that is safe, sustainable, outcomes focused, efficient and performance driven.
- This will be achieved through improved commissioning, contracting and monitoring arrangements which focus on quality management, flexibility of provision and improving effectiveness and efficiency.

For further information, please contact the Contracts and Commissioning Team, email: CommissioningSupportTeam@wokingham.gov.uk. You can also find out more about our local needs and the provider market in our Market Position Statement.
APPENDIX – COMMISSIONING PLAN

Please note, this commissioning plan will be revised at least quarterly to reflect emerging needs, changes in the provider market and expiry of current contracts.

<table>
<thead>
<tr>
<th>Type of service</th>
<th>Service description</th>
<th>Timescale</th>
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<tbody>
<tr>
<td>Day care</td>
<td>Day time activities for people with dementia</td>
<td>2016 - 2018</td>
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<tr>
<td></td>
<td>Support for users of mental health services</td>
<td>2017 - 2018</td>
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<tr>
<td></td>
<td>Day care hub / reablement service for working age disabled people</td>
<td>2018 - 2019</td>
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<tr>
<td>Emergency Duty Service</td>
<td>Out of hours emergency social care support</td>
<td>2017-2019</td>
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<tr>
<td>Healthwatch</td>
<td>Health and social care consumer champion</td>
<td>2017-2018</td>
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<tr>
<td>Home care</td>
<td>Home care services for older people, people with disabilities and users of mental health services</td>
<td>2016 - 2021</td>
</tr>
<tr>
<td>Housing</td>
<td>2 extra care housing schemes</td>
<td>2018</td>
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<tr>
<td></td>
<td>Support service for young people in temporary accommodation</td>
<td>2017</td>
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<tr>
<td></td>
<td>A new nursing home</td>
<td>2019</td>
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<tr>
<td>Non-statutory, support services</td>
<td>Online carers assessment and information hub</td>
<td>2016</td>
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<td></td>
<td>Carers respite and emergency support</td>
<td>2017</td>
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<td></td>
<td>Handy person service</td>
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<tr>
<td></td>
<td>Day time activities and support for people with dementia and their carers</td>
<td>2017</td>
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<tr>
<td></td>
<td>Community based activities and support for carers</td>
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<td></td>
<td>Specialist advice, information and outreach services for people with sensory needs, autism and learning disabilities</td>
<td>2016 - 2017</td>
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<td></td>
<td>Specialist residential care for people with disabilities (spot purchase and group tender)</td>
<td>2016 - 2021</td>
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<tr>
<td>Residential and nursing home care</td>
<td>Spot purchasing of residential and nursing care (average of 200 placements per year)</td>
<td>2016 - 2021</td>
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<tr>
<td>Respite care</td>
<td>Respite for people with dementia</td>
<td>2016 - 2017</td>
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<tr>
<td></td>
<td>Respite and outreach service for people with learning disabilities</td>
<td>2016 - 2017</td>
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<tr>
<td>Supported living</td>
<td>Spot purchasing, group tendering and renewal of current contracts</td>
<td>2016 - 2018</td>
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</tbody>
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