

## **Report to the Cabinet**

Meeting to be held on Thursday 5 September 2019

## **Report of the Executive Director of Adult Services and Health & Wellbeing**

### **Part I**

**Electoral Division affected:  
(All Divisions);**

### **Market Position Statement for Lancashire Consultation Document**

(Appendix 'A' refers)

Contact for further information:

Clare Mattinson, Tel: (01772) 536068, Policy, Information and Commissioning Manager (Age Well),  
[clare.mattinson@lancashire.gov.uk](mailto:clare.mattinson@lancashire.gov.uk)

#### **Executive Summary**

The Market Position Statement ("the Statement") for Lancashire, attached at Appendix 'A', is a key document setting out the county council's intended ambition to work with providers and those who play a key role in providing care to Lancashire's adult population to shape and develop services that meet people's needs and wants, now and for the future.

The Statement provides information on the context of providing services in Lancashire, the challenges, pressures and opportunities anticipated for the future, and the county council's overall intentions for the services the council wants to provide for Lancashire citizens. It signals the council's ambition to promote Lancashire as a great place for providers and developers to invest and innovate. It also sets out the desire to work with the market to encourage people to choose care as a career, where people are recognised for the important work that they do as part of a growing and valued workforce.

This consultation document is the foundation for more detailed profiles for each of the five Integrated Care Partnership areas, identifying the type and number of care options required to meet forecasted need. A series of consultation events, workshops and meetings over the coming weeks will engage with colleagues and stakeholders to seek feedback and undertake more detailed analysis.

This is deemed to be a Key Decision and the provisions of Standing Order C19 have been complied with.

#### **Recommendation**

Cabinet is asked to approve the Market Position Statement for Lancashire, attached at Appendix 'A', for consultation.

## **Background and Advice**

The Market Position Statement for Lancashire provides information about the adult social care market in Lancashire to help current and prospective providers understand the local context, what is likely to change and where opportunities might arise in the future.

It sets out the key pressures for adult social care and the county council's intended vision for the future. It also sets out the system pressures within health and social care across the Integrated Care System for Lancashire and South Cumbria to reflect the county council's ambition for this statement to evolve to become a system-wide market position statement.

The Integrated Care System for Lancashire and South Cumbria is the integrated care system for NHS organisations in our area, in partnership with local authorities and others, which is taking responsibility for managing resources, delivering NHS standards and improving the health and wellbeing of Lancashire and South Cumbria citizens. The whole-system strategic approach is based on the principles of decisions, commissioning activities and service delivery being done once to improve whole system efficiency and avoiding duplication. An example of this is the recent decision to procure a jointly funded falls lifting service for the whole system.

The Integrated Care System for Lancashire and South Cumbria incorporates five 'place-based' partnerships, known as Integrated Care Partnerships, that allow services to be delivered in a way that meet local need but to a set of standards that apply to all areas. This is then further supported by neighbourhood working, which is based around joined up services provided to communities to meet their local needs. A recent example of place-based service redesign and implementation is in relation to intermediate care services (services that enable people to stay well and be independent at home).

The aim is to further develop the Market Position Statement for Lancashire to reflect the whole health and social care market across the Integrated Care System footprint for Lancashire and South Cumbria. This includes reflecting the commissioning intentions for the whole system at Integrated Care System level, and for each of the five Integrated Care Partnership areas.

## **The Market Position Statement for Lancashire**

The Market Position Statement for Lancashire is for both existing and potential providers with the purpose of helping them shape their business plans to support the council's vision for adult social care. It will help providers to:

- Develop their services to meet local need and demand
- Develop new and innovative solutions, including the use of digital and technology based services, to replace or enhance traditional service models
- Set out how we can work better together

The Statement sets out a commitment to stimulating a diverse, active market where innovation is encouraged, and the intention to work differently with partners and current and new providers to invest in and deliver high quality, flexible and responsive services that people need and want.

The Statement further expresses the desire to work with current and new providers and developers to build homes for life for older adults and those with a physical or mental disability and encourage the use of new technology to replace or sit alongside traditional services. Additionally, it expresses the council's intentions to work with partners, including health and district councils, to find ways of joining services together for the benefit of Lancashire residents. In particular, the aim is to encourage the development of services that reduce the council's over-reliance on traditional bed-based models of care for the older population and for adults with a learning and/or physical disability.

The Statement has been developed with partners and providers across health, Lancashire district councils and unitary authorities, and other stakeholders such as the Voluntary, Faith and Community sector, utilising information and analysis from a range of sources.

Feedback will be sought from the market to understand how this statement can be developed further to support businesses to invest, grow and be sustainable, and officers will engage all sectors of the market to seek feedback and develop a joint work plan to work towards producing a system wide statement.

The Market Position Statement will be accessible and useful and it is available on our website <https://www.lancashire.gov.uk/council/strategies-policies-plans/market-position-statement/>. It is produced in an 'easy read' brochure style format rather than a traditional report.

The Market Position Statement for Lancashire consultation document is attached at Appendix 'A'.

## **Next Steps**

The Market Position Statement will be updated on an ongoing basis as new information, policies, strategies or other relevant information becomes available. In particular, it will be updated appropriately to reflect the new Institute of Public Care Guidance on Market Position Statements when it is available, to ensure that the council reflects current best practice.

Detailed analysis will be undertaken, and there will be work with partners and stakeholders to develop a more granular level of detail in relation to 'sub sets' of the Market Position Statement. For example, the first priority will be to identify the key issues in relation to the development and implementation of new models for intermediate care services. This will be done in collaboration with each of the five Integrated Care Partnerships, district councils and the market.

The position taken is that a coproduction approach is the best way to engage with stakeholders to develop new and innovative solutions, improve pathways and outcomes for citizens, and in particular to address the financial pressures on a system wide basis.

A series of events, workshops and meetings will be held, over the coming weeks to engage with colleagues and partners to receive feedback on this document and to undertake some of the more detailed analysis that is required to enable the statement to represent the whole system view.

## **Consultations**

Lancashire County Council's Market Position Statement represents the first stage of engagement with providers and other stakeholders to facilitate a diverse, sustainable and effective market for adult social care and support in Lancashire. Future editions of the Statement will provide more detailed information to the market, as a result of sustained consultation with providers and other stakeholders.

It is envisaged that the Statement will be shared with statutory partners through existing, formal channels of engagement such as the Health and Social Care Partnership.

## **Implications:**

This item has the following implications, as indicated:

### **Risk management**

### **Legal**

Engaging with providers and other stakeholders to shape the market for local care and support is a requirement under the Care Act, and publication of a Market Position Statement is an appropriate means of delivering this requirement. Government guidance stresses that councils must form a view with providers and partners of the entire market for care and support, irrespective of whomever purchases such support, where they live, or the types of care and support services required.

### **Corporate**

There is a risk that, without this Market Position Statement for Lancashire, any providers who are currently providing services within the county council will be unaware of, or lack information on, the pressures and opportunities that the county council envisages for the future, and they therefore will not be able to adapt their business plans accordingly in order to sufficiently plan and prepare for the future. In addition, there is a risk that new providers will not be encouraged to enter the market for care and support and develop new services for the future. There is a risk that a lack of market stimulation will impede innovation in particular, especially around the use of digital and technology-based solutions to replace or enhance traditional service models. There is a risk that, without this Market Position Statement, the

county council will find it more difficult to reduce an over-reliance on traditional bed-based models of care.

## **Equality and Cohesion**

The Market Position Statement is fully compatible with the aims of the Public Sector Equality Duty and the requirements of the Equality Act and Human Rights Act. All statutory partners share responsibilities for ensuring those requirements are met in practice as it is inevitable that public service provision will impact the lives of people with protected characteristics as service users/customers, workers and family members. At this stage, an Equality Analysis/impact assessment has not been conducted on the Market Position Statement itself but where it is considered proportionate and relevant to do so, such analyses/assessments will be carried out on activities arising from it.

## **List of Background Papers**

Paper	Date	Contact/Tel
None		
	Reason for inclusion in Part II, if appropriate	
N/A		