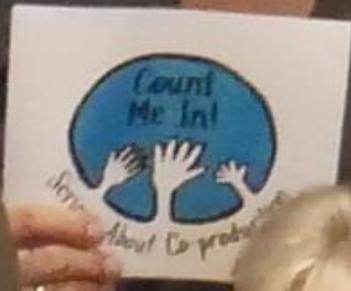




Market Position Statement for Services for Adults with Learning Disabilities in Cambridgeshire



COPRODUCTION



Foreword by Claire Bruin, Director of Adult Social Care, Cambridgeshire County Council

As the Director of Adult Social Care for Cambridgeshire, I am acutely aware that we are working in period of change and challenge, not least as a result of the implementation of the Care Act. Cambridgeshire also has one of the fastest growing populations in England and as a result demand for services has never been higher.

However, with change comes the opportunity to improve how we work with adults with a learning disability in Cambridgeshire. Our approach to the challenges we face is called Transforming Lives, which focuses on proactive, progressive, preventative and personalised services.

As a council, we need to commission differently and commit to the principles of co-production, engaging service users and providers from the start to ensure outcomes are met. As providers of services you are best-placed to identify and understand the day to day needs of service users and develop solutions to meet those needs. As providers, we want to work with you to look at the whole pathway of care throughout the lives of service users.

By working collaboratively with you and service users, I am confident that we will meet the challenges and improve the lives of people with learning disabilities who live in Cambridgeshire.



Claire Bruin
Service Director: Adult Social Care
Cambridgeshire County Council

1. Purpose of Market Position Statement

- 1.1 This market position statement aims to outline for current and future providers and other stakeholders what services already exist and where, and what might be possible in the future. It describes:
- **The Council’s picture of current supply**
 - **The Council’s predictions of future demand, identifying key pressure points**
 - **The likely future level of resourcing**
 - **Models of practice the Council and its partners will encourage**
 - **The support the Council will offer towards meeting its identified model**
- 1.2 The overarching priorities for the Learning Disability Partnerships are:
- **Supporting and protecting people when they need it most**
 - **Helping people to live independent and health lives in their communities**
 - **Developing our local economy for the benefit of all**

1.3 This market position statement should be read in conjunction with Cambridgeshire’s Market Shaping Strategy which outlines the broader strategic themes for future development and the Learning Disability Partnership’s Commissioning Strategy which outlines the future direction of commissioning in more detail.

2. Summary

2.1 We asked service users what was important to them through a variety of consultations and groups. Their comments have shaped our priorities listed below:

Build accessible and friendly communities that can support us to do what we need to do, the activities we enjoy and learn new skills

“I like to go and buy flowers ... beautiful flowers ... the people at the shop help me”
 My Support Consultation – August 2016

Health services that understand what we need and help us stay at home and out of hospital

“My health not good ... got neck problems, but I get good help ... my nurses and doctors explain it nicely”

Live Well Consultation - May 2016

Provide technology that helps us live independently and rather than replacing social interactions, helps to facilitate it

“My most important object is my boyfriend and then my phone”

Objects That Helps Us Consultation – March 2016

Have a strong voice, to lead on the big decisions in our lives, and to be actively engaged with local and national politics

“People don’t always let you talk. Sometimes they say I’m not entitled to.”

Live Well Consultation – May 2016

Reliable transport and reasonable access to public and private buildings to improve choice in where we live and what we do

“I don’t like to feel squashed in the taxi – I like to have my space”

High Support Needs Group – January 2015

Give us access to well trained staff, who understand our needs and help us live the life we want

“I am a happy man ... with my <key workers names>, happy like a clown”

My Support Consultation – August 2016

Support to keep ourselves, the people we trust and what we own safe

“Kids were being horrible to me ... calling me names and bossing me around ... now I don’t walk home that way”

Stay Safe Drop In – May 2015

More support to look for and keep full or part-time work, voluntary work or work experience

“I like my work as it gives me something to do ... and I see my friends.”

Lessons for Life Consultation – December 2015

The right to choose where we live, who with and support with understanding how the housing system works

“People should be asked if they are happy where they are living more often”

Housing Speak Out Council Meeting – November 2014

2.2 The number of adults with learning disabilities is increasing year on year, in particular the proportion of service users with complex needs is increasing.

flexible and creative ideas for services will be encouraged.

2.3 There are less resources available to meet this increased need; therefore traditional services will no longer be financially viable.

2.4 The focus for the future will be on commissioning proactive, preventative and personalised services based on progression in line with the Transforming Lives agenda.

2.5 There will need to be significant engagement with providers to deliver this so

3. Demand

Cambridgeshire's population

3.1 At the end of August 2016, there were 1570 adults supported by Cambridgeshire's learning disability service including 365 adults who receive a direct payment.

3.2 The age profile of people with learning disabilities in Cambridgeshire is relatively young. Almost 44% of adults, 691 people, supported by Cambridgeshire's learning disability service are under 35. Only 6% of adults, 92 people,

Fig. 1 Population by District



This chart shows a need to develop services in Huntingdon and South Cambridgeshire to enable people to remain in their communities.

supported by Cambridgeshire's learning disability service are over 65. It is only recently that adults with learning disabilities aged over 65 did not transfer to Older People's Services, so there are also 68 service users open to Older People's Services with a learning disability.

3.3 Just under 67% of adults, 948 people, supported by Cambridgeshire's learning disability services in Cambridgeshire live in Huntingdonshire, South Cambridgeshire and Cambridge City. This is slightly lower than would be expected given the population of those districts accounts for 71% of the population of Cambridgeshire. (See Fig. 1)

3.4 East Cambridgeshire and Fenland both have higher proportions of adults known to Cambridgeshire's learning disability services than might be expected. In Fenland, 39 people per 10,000 population are known to Cambridgeshire's learning disability services. The figure for Cambridgeshire as a whole is 31 people per 10,000 population, which is broadly in line with both England as a whole and our statistical neighbours. This distribution is a consequence of the relative availability and cost of properties across the county.

3.5 Improving access to health services for people with learning disabilities is an important priority in Cambridgeshire due to the higher risk of early preventable death for people with learning disabilities.

3.6 It is anticipated the numbers of people with learning disabilities will continue to increase year on year by 16% or an additional 266 people up to 2030. It is also anticipated that the composition of people and needs will change with the proportion of people with very complex needs who require highly specialist services increasing. However, some of the impact of this increase on services will be mitigated by the increased focus on proactive and preventative services required by the Transforming Lives agenda.

3.7 Young people transitioning to adults services: each year for the next 3-5 years, Cambridgeshire's Young Adults Learning Disability Partnership expect to see approximately 50 young disabled people turn 18 and become eligible for adult services, of whom about 20 are likely to have profound and multiple learning disabilities. Those with profound and multiple learning disabilities are likely to need accommodation-

based services in contrast with the other 30 young people who become eligible for support through Cambridgeshire’s Learning Disability Partnerships who are likely to need day opportunities, employment support or community-based services. There are currently 289 young people with learning disabilities between the ages of 18-25 supported by Cambridgeshire’s Learning Disability Partnerships.

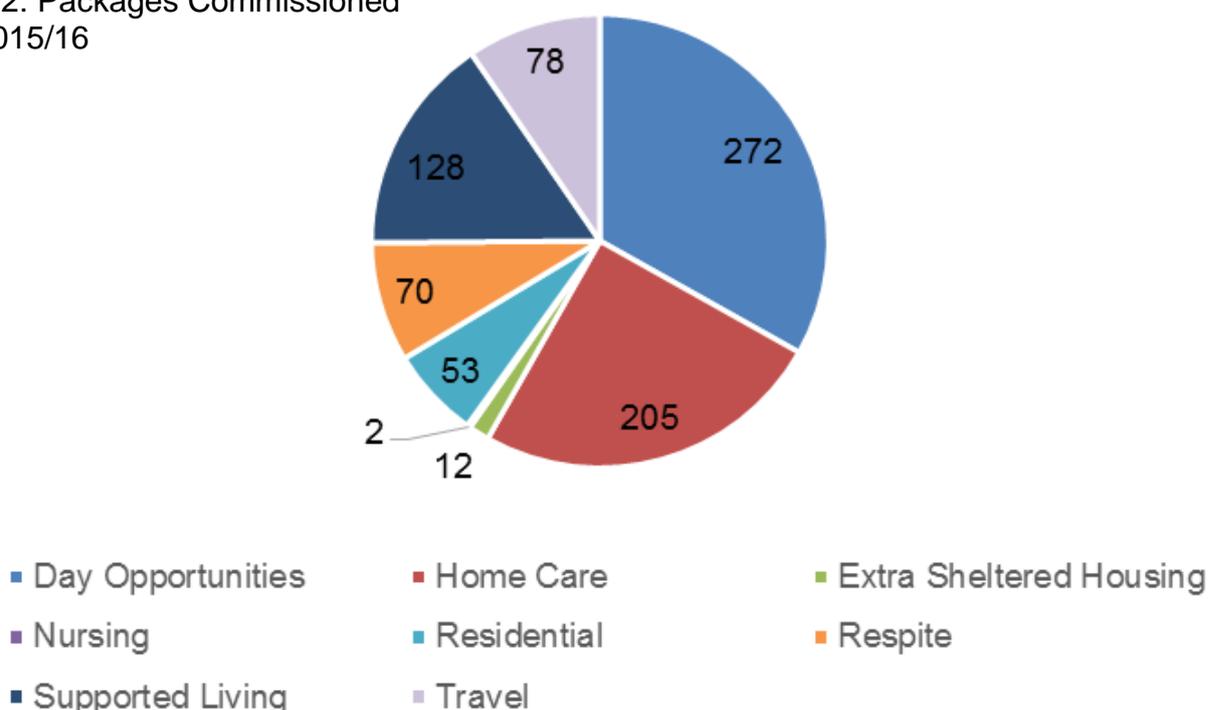
3.8 There were 820 new packages of support commissioned in 2015-16 (see Fig. 2). Some service users may receive more than one package of support. The chart on the following page shows the distribution of these packages

across the different service areas.

3.9 As the life expectancy of people with learning disabilities increases so does the incidence of age related conditions, particularly dementia. We want to develop services so that they are flexible and responsive.

3.10 Cambridgeshire’s Transforming Lives Model is a new approach to social work and social care which will enable the residents of Cambridgeshire to exert choice and control and ultimately continue to live – to the fullest extent possible – healthy, fulfilled, socially engaged and independent lives. The focus in Transforming Lives is to work

Fig. 2: Packages Commissioned in 2015/16



in a proactive, preventative, progressive and personalised way.

3.11 Transforming Care is a national programme of work led by NHS England, Association of Adult Social Services, CQC, Local Government Association, Health Education England and the Department of Health to improve services for people with learning disabilities and/or autism. The programme has 5 key areas:

- Empowering individuals
- Right care, right place

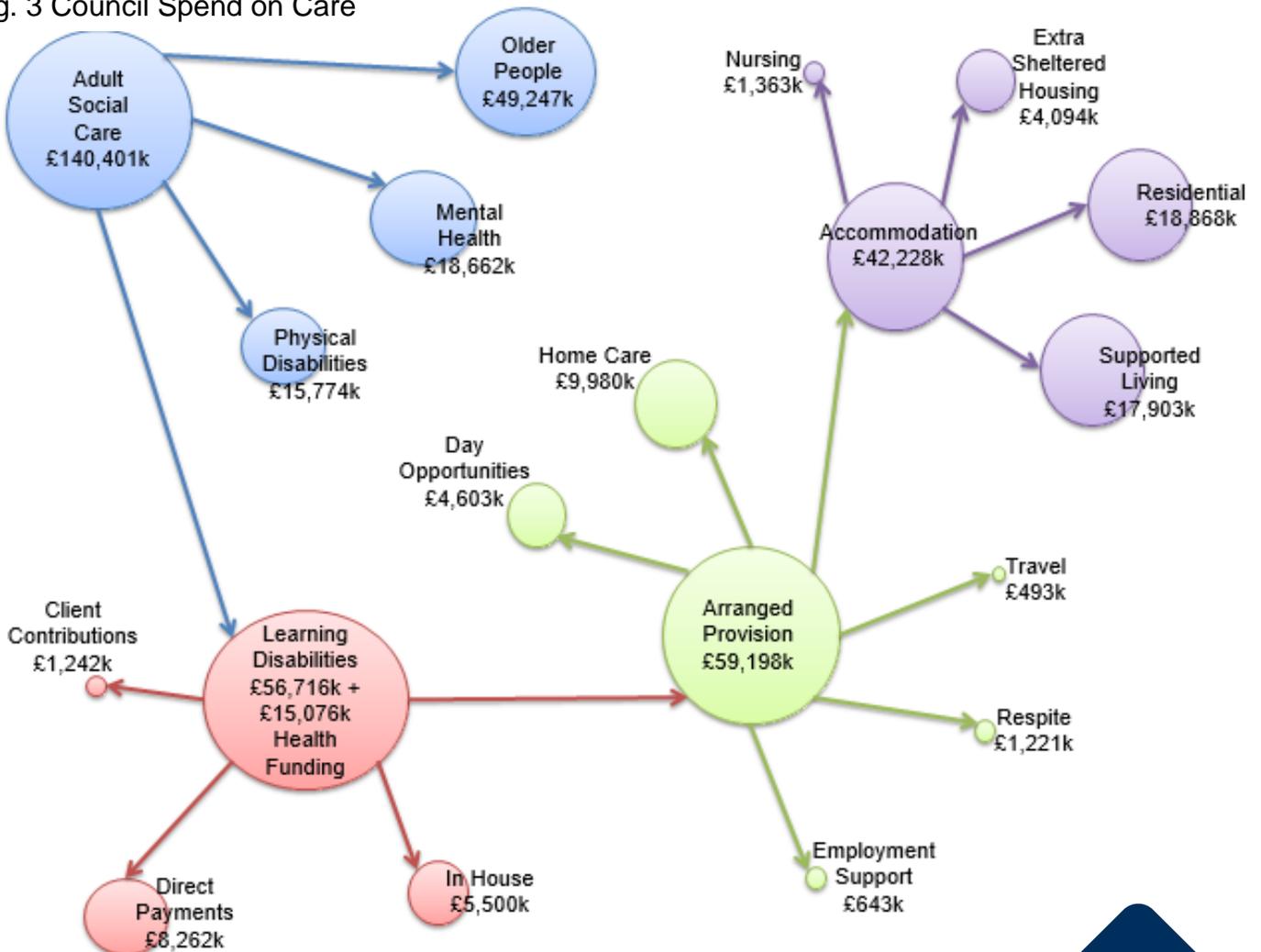
- Workforce
- Regulation
- Data

Cambridgeshire and Peterborough CCG is leading on this work with Peterborough City Council and Cambridgeshire County Council.

4. Supply

4.1 In 2015/16, Cambridgeshire spent around £164 million on adult social care including care management and commissioned services.

Fig. 3 Council Spend on Care



4.2 Of this Cambridgeshire spent £57 million on services supporting people with learning disabilities. There is an additional £15m of health funding or approximately 21% of the budget with the remainder local authority funded social care support (see Fig. 3).

4403 beds. 45 of these providing 756 beds have people with learning disabilities living there. Of these, 313 beds are occupied by people with learning disabilities funded by Cambridgeshire. The average size of a care home for people with learning disabilities in Cambridgeshire is 10 beds, in contrast to the wider population where the average size of a care home is 32 beds.

Accommodation

4.3 Key figures at end of June 2016 (see Fig. 4):

- **1082 people live in their own homes**
- **118 people live out of county in residential or nursing care placements**
- **There are 6 people in locally commissioned in patient settings.**
- **There are 71 people living in extra sheltered housing.**
- **There are 132 people being support by providers who support people to access employment.**
- **There are 386 people receiving home care or community support.**
- **43% of people receiving long term care live in supported living settings.**

4.4 There are 136 residential and nursing homes in county registered with CQC providing

4.5 Cambridgeshire has a framework contract with 21 providers for residential and nursing provisions. This framework is due to come to an end in April 2017.

4.6 Cambridgeshire also has a framework contract with 40 providers for supported living provision. This framework is due to come to an end in April 2017. Work is underway to recommission both the residential and nursing framework and the supported living framework.

4.7 Cambridgeshire is looking to increase the range of housing options to better meet the needs of those who have learning disabilities with additional physical disabilities or complex behaviour related to autism, mental ill health or offending.

4.8 Where appropriate, people are offered the opportunity to move back to Cambridgeshire from out-of-area residential placements or institutional settings. There are 96 people living in out-of-area residential settings.

Home Care and Community Support

4.9 High quality home care and community support that is flexible, progressive and responsive to needs is an essential component in enabling some people, particularly those with complex needs, to remain living in their own home.

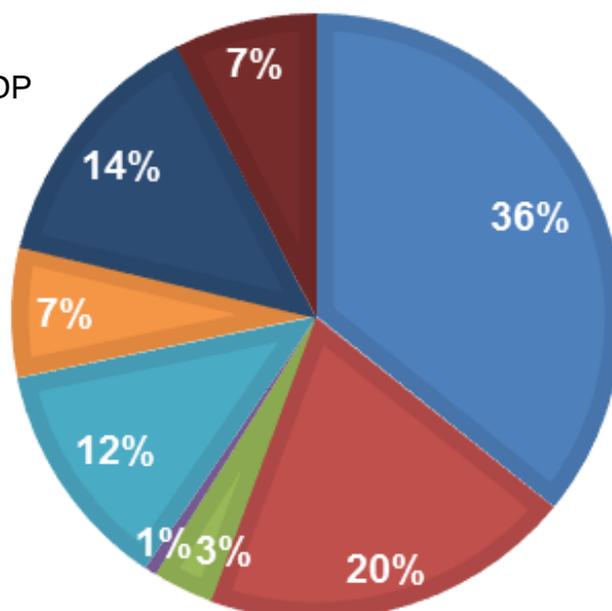
4.10 Cambridgeshire’s Learning Disability Partnerships commission 17,103 hours of

home care per month from 56 different providers.

4.11 Cambridgeshire currently has a framework contract with 34 providers to deliver home care and community support across the county. This contract is due to come to an end in April 2017.

4.12 Cambridgeshire is currently looking at retendering their framework for providers delivering home care and community support. There will be a joint framework contract across children’s and adults. Providers will be able to bid to deliver services to a particular client group in a particular geographical area.

Fig. 4 Types of Service Commissioned by the LDP



- Day Opportunities
- Home Care
- Extra Sheltered Housing
- Nursing
- Residential
- Respite
- Supported Living
- Travel

4.13 The new contract will be focused on a progression model - expecting services to be delivered for a short time period to meet well-defined outcomes around individuals gaining skills and independence.

4.14 There are gaps where Cambridgeshire is keen to develop the market for home care and community support for adults with learning disabilities:

- **East Cambridgeshire**
- **Home care for those with complex needs and challenging behaviour**
- **Home care in rural and difficult to reach areas particularly in the north of the county**

Day Opportunities, Employment Support and Community-Based Services

4.15 Cambridgeshire commissions a wide range of services that provide day opportunities and employment support for people with learning disabilities.

4.16 Cambridgeshire's day opportunities are provided through a combination of individual contracts, a framework contract and direct provision by the Council.

4.17 There are 63 providers working with Cambridgeshire to provide day opportunities, of which 19 providers are on our framework contract.

4.18 Our in house day provision provides support to 305 service users and operates across the county in Ely, March, Wisbech and Huntingdon.

4.19 In particular, Cambridgeshire is interested in developing more varied day opportunities in Huntingdon.

4.20 Cambridgeshire has a framework contract for employment support for providers to support people with learning disabilities to find and sustain employment. There are 9 providers on the framework. Both the employment support and day opportunities framework are due to come to an end in April 2018.

4.21 Cambridgeshire wants to ensure that the market of things to do in the daytime is as broad as possible. We want to develop our framework as well as other, more flexible, models which enable a vibrant market to flourish.

4.22 Some people may choose to purchase care in purpose-

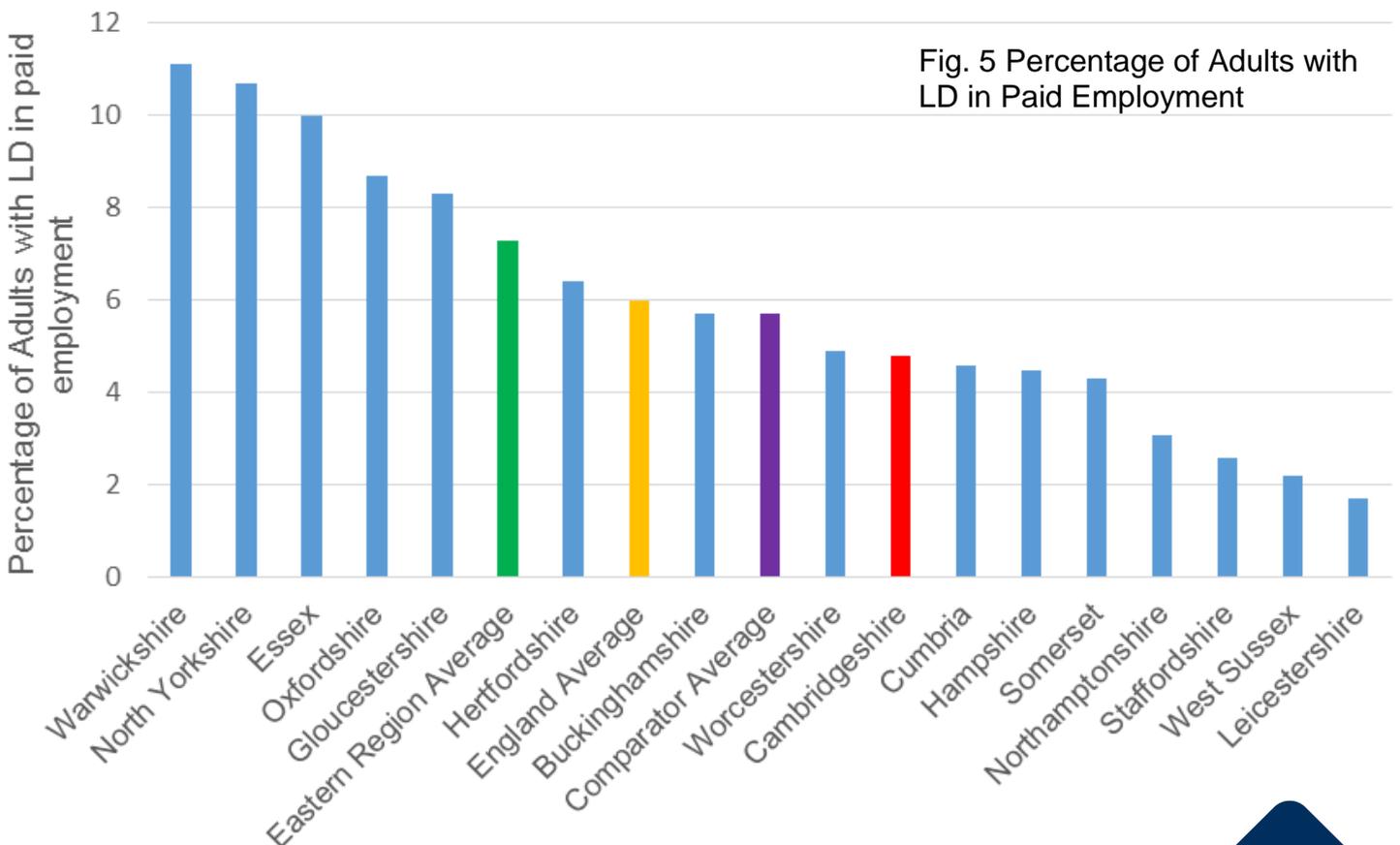
built facilities, however the majority of people seek social interaction and activities. Cambridgeshire is seeking to encourage more accessible universal services and community resources, including libraries, cultural spaces, and community centres. This will be aided by work on the Council’s Community Resilience Strategy to develop community resources.

purpose of this role is to increase employment and training opportunities for young people. For example over the next year the Council is rolling out a training programme across the county delivered by the British Association for Supported Employment in Supported Employment Techniques and Training in Systematic Instruction which will enable schools, colleges and other setting to offer more long term and sustainable solutions to the development of work pathways.

4.23 There are various projects that are ongoing in the county to improve the number of adults with learning disabilities in paid employment:

- Additional Needs Employment Strategy Coordinator – the

- The implementation of the Transforming Lives initiative means that social workers and adult support co-



ordinators can bring a greater focus to assisting people with learning disabilities to access employment through for example travel training

- The CCG commissions Richmond Fellowship to provide an employment worker to help support people with autism into voluntary or paid employment
- Day Opportunities services employ people with learning disabilities to work in the cafes and other community facilities in these services and also operate a scheme to bring disused or damaged bicycles back into use and sell them on.

4.24 The number of people with learning disabilities in full-time employment in Cambridgeshire is low in comparison with our statistical neighbours and nationally with 5% of people with learning disabilities in paid employment in contrast to 6% for our statistical neighbours and nationally (see fig. 5). Cambridgeshire is committed to finding ways to increase this number. We will endeavour to work in partnership with employment agencies, the voluntary and community sector and day opportunities in order to maximise resources and

access

employment opportunities. We will also work in partnership with education providers to develop pathways into employment for young people in college.

5. Models of Practice that the Council Welcomes

Transforming Lives

- 5.1 Transforming Lives is Cambridgeshire’s strategic approach for adult social care and social work. It emphasises proactive, preventative and personalised care set out over three tiers. The expectation is that Tier 1 and 2 will be explored before Tier 3 in order to maximise community involvement and enable people before looking at long term care (see Fig. 6).

Direct Payments

- 5.2 The Care Act makes it clear that the role of the local authority should be to provide good information to help citizens understand their personal budget/direct payment and how it can be spent. We will increasingly be a broker, rather than a direct purchaser of services, and will expect the market to be able to develop services around people’s lives and wishes. As

our Market Shaping Strategy makes clear, spend through direct payments will continue to increase and providers will be accustomed to dealing with people as independent customers.

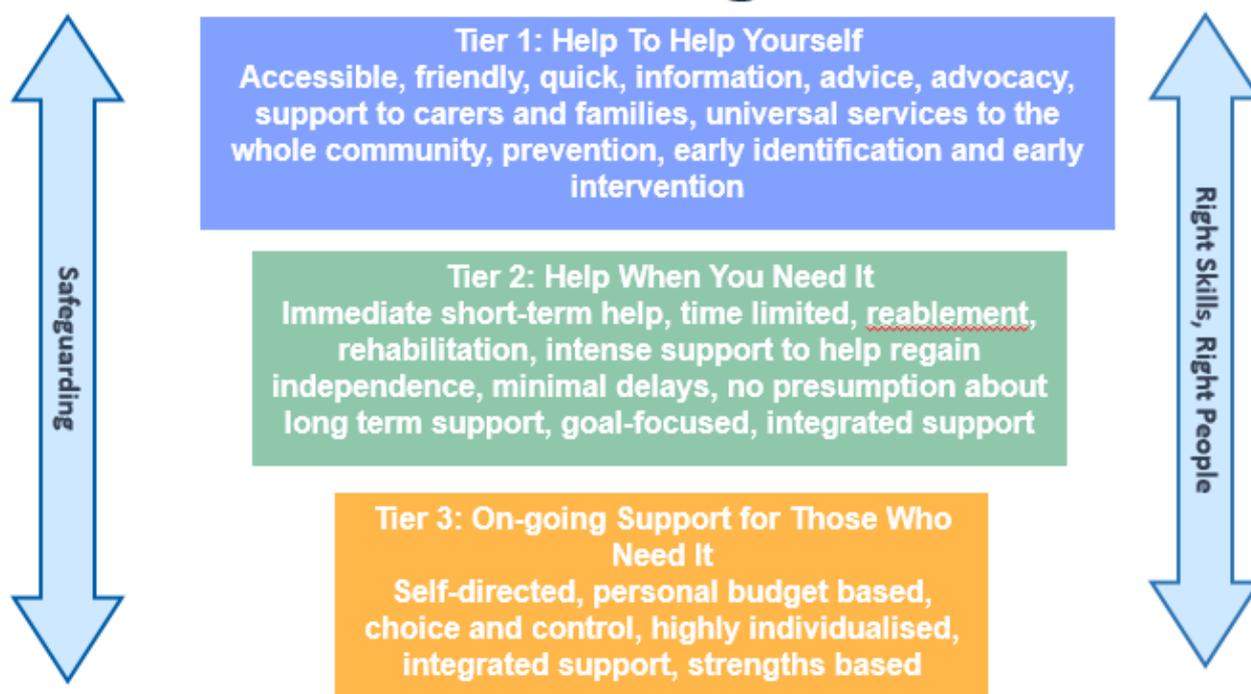
5.3 The success of direct payments and other forms of individual budget have also helped to diversify the care market. Evidence shows that when people have control over how they get the care and support they need, their outcomes are generally better. A market of personal assistants is developing through the support of our provider of direct payment support services and in the

last few years we have seen the creative ways in which people use their personal budget to meet their needs.

5.4 The rise in numbers of people with complex needs and the priorities in line with the Transforming Care Partnerships means that Cambridgeshire needs to ensure that high quality community services are available locally that can meet the needs of people with complex needs including concurrent mental health, autism or challenging behaviour so that in patient placements are a last resort.

Fig. 6

The Transforming Lives Model



5.5 Cambridgeshire wants to see further developed:

- **Flexible models of support and services that can be purchased by the customer**
- **Skilled and resilient workforces that are experienced in promoting independence, risk management and reducing behaviours that challenge**
- **A variety of accommodation options where the service promotes independence and resilience**
- **Flexible, skilled and resilient providers who can provide support for people with very challenging behaviour in supported living accommodation**
- **Develop different models of day resources that offer flexible opening times and a range of community based activities**
- **Develop access to employment and support changes of need or service for people with learning disabilities**

5.6 Cambridgeshire wants to work with providers who:

- **Work collaboratively with Cambridgeshire**
- **Are flexible and responsive**

- **Work to the principles of Transforming Lives – provide proactive, preventative and personalised services**
- **Support people to reach their full potential**
- **Want to innovate and develop approaches which reduce dependency over time**
- **Build extra capacity and effectiveness of models of care through the innovative use of technologies such as Telecare/Telehealth**

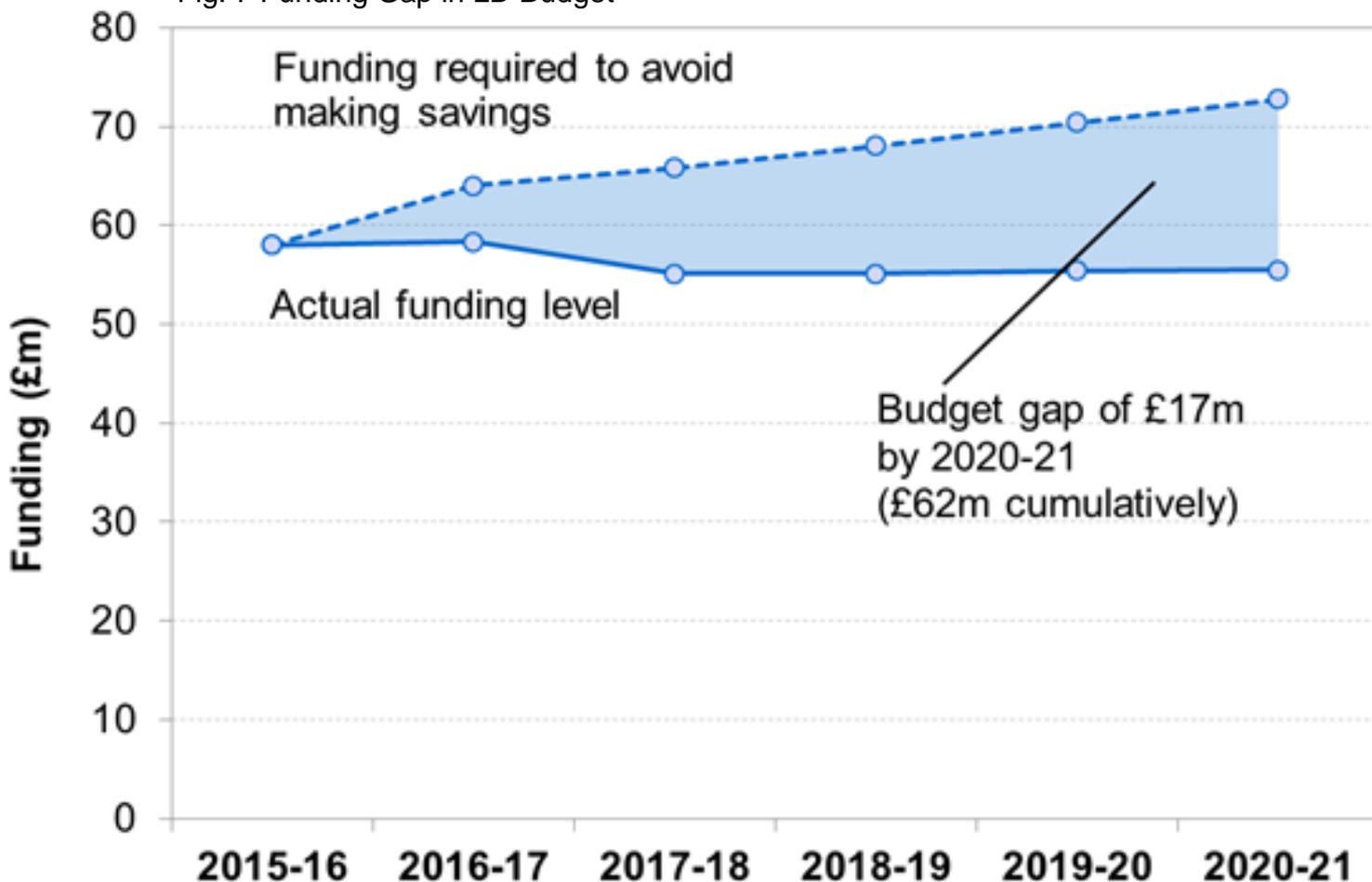
5.7 Cambridgeshire would like to talk to providers with fresh ideas and who demonstrate a commitment to co-production. We will ensure that care management supports this by providing creative, enabling and outcome-focused assistance for our customers.

6. Resources

6.1 The latest reduction in government funding has had a major impact on Cambridgeshire (see Fig. 7). Our financial strategy will prioritise our investment towards delivering the principles outlined in the Children, Families and Adults (CFA) Strategy 2015-2020:

- Promoting people’s independence and progression, improving their outcomes and reducing spend on high cost support
- Promote the responsibility of individuals for their own health and for the care arrangements of older and younger generations in their families and communities
- Build strength and capacity between people and the networks available to them so that they can meet their own needs
- Change the way people access our services in order to ensure a more timely response to need
- Focus on short term interventions to reduce, delay or prevent need where possible
- Promote professional judgement and support the flexible and creative use of resources to improve outcomes and reduce anticipated whole life costs

Fig. 7 Funding Gap in LD Budget



- **Develop targeted interventions which are as brief as possible in order to build capacity, promote self-improvement and achieve a quality, self-sustaining system**
- 6.2 The CFA Strategy provides the strategic approach to target our resources in a way that delivers most gain for the population as a whole. We will prioritise our resources towards achieving the aims of the plan and will re-model services to support delivery of these outcomes.

7. Key Messages

- 7.1 In order to meet these challenges, we need to change the way we commission and provide care and support. We must work flexibly, in an integrated way, with our key partners if we are to manage demand within available resources and improve outcomes. Our emphasis will be on personalised, preventative, community-based services and support. In order to achieve this we will:
- **Improve cost-effectiveness of services through increased efficiency, maximisation of income and better use of resources underpinned by the Transforming Lives Agenda**
 - **Consider where services can be reconfigured or de-commissioned if they can be delivered more economically in other ways without unacceptable loss of quality**
 - **Develop robust and resilient workforces across services that are skilled in promoting independence, risk management and reducing behaviours that challenge**
 - **Develop the resilience of communities as outlined in the Community Resilience Strategy in order to promote greater flexibility in models of support**
 - **Improve the transition from children's to adults' services through partnership working across services in order to identify need at an early age and plan services accordingly**
 - **We would encourage providers to consider how they could support service users throughout their lives broadening their service offer.**
 - **In future, CCC will jointly commission across client groups where possible such as children, adults with**

learning disabilities and older people.

- **The Transforming Lives agenda focuses on progression and personalisation for service users. We anticipate this will lead to more short term, outcome focused interventions.**

7.2 Commissioning intentions for the next twelve months:

- **Demand and complexity of need are increasing year on year. In particular, we will develop services for those who have learning disabilities with additional physical disabilities or complex behaviour related to autism, mental ill health or offending**
- **We need to develop services in Huntingdon and South Cambridgeshire to meet demand from service users.**
- **We will work alongside employment agencies, voluntary sector, care and education providers to develop creative day opportunities including supporting people to find and maintain employment.**
- **We will begin recommissioning our home care and community support framework with the aim of**

reducing the gaps in the current service:

- **East Cambridgeshire**
- **Home care for those with complex needs and challenging behaviour**
- **Home care in rural and difficult to reach areas particularly in the north of the county**

Internet Links

Health and Wellbeing Board

http://www.cambridgeshire.gov.uk/info/20004/health_and_keeping_well/548/cambridgeshire_health_and_wellbeing_board

Joint Strategic Needs Assessment

<http://cambridgeshireinsight.org.uk/JSNA>

Joint Health and Wellbeing Strategy

http://www.cambridgeshire.gov.uk/info/20004/health_and_keeping_well/548/cambridgeshire_health_and_wellbeing_board

The Care Act 2014

<http://www.legislation.gov.uk/ukpga/2014/23/contents>

Better Care Fund Plan for Cambridgeshire

http://www.cambridgeshire.gov.uk/info/20166/working_together/575/better_care_fund

Cambridgeshire Adults Safeguarding Board

http://www.cambridgeshire.gov.uk/info/20166/working_together/580/getting_involved/3

Social Care Workforce Development Team

<http://www.cambridgeshire.gov.uk/learntogether/social>

All Ages Carers Strategy

http://www.cambridgeshire.gov.uk/download/downloads/id/3293/all_age_carers_strategy_2016-2020.pdf

Public Health Outcomes Framework

<http://www.phoutcomes.info/>

Cambridgeshire Older People's Market Position Statement

http://www.cambridgeshire.gov.uk/downloads/file/2754/adult_social_care_market_position_statement

Cambridgeshire Insight

<http://cambridgeshireinsight.org.uk/>

Market Shaping Strategy (tbc)

Transforming Lives Strategy

http://www.cambridgeshire.gov.uk/info/20166/working_together/579/delivering_the_care_act/3

Procurement Strategy(tbc)

Community Resilience Strategy

http://www.cambridgeshire.gov.uk/downloads/file/4176/community_resilience_strategy