

Leicester

All Age Market Position Statement 2020



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Introduction

This All Age Market Position Statement (MPS) is for existing and potential providers of Adult Social Care (ASC) and Children and Young People's services in Leicester.

The city council wants there to be a range of good quality, responsive services in Leicester which meets the needs of adults with social care needs, children and young people and their families and carers. The aim is to offer service users real choice and control about how they are supported to meet their aspirations, as well as making sure we fulfil our statutory duties towards people in these groups. This document has been produced to encourage dialogue with current and potential providers about how to do that.

This MPS provides an outline of current and future need. It also describes our strategic direction for adult social care and children's services and gives our view about how providers might plan for future needs for care.

The document has two main sections, one for children and young people (Part A) and one for services for adult social care (Part B). This is to reflect the separate supply markets for services in each of the age groups. However, it is important to note that the council now has one department that covers all of social care and education, as part of a continuing drive to join up services and improve the experience of these services for people as they transition from childhood into adulthood. This key ambition for the council is reflected in our new Social Care and Education strategic priorities, and our new Strategic Commissioning Strategy for Social Care and Education 2020-25 which can be found on the [Leicester City Council Social Care and Education strategies webpage](#)

We see the Market Position Statement as part of a two-way conversation with the provider market to develop the services that people need to develop and lead fulfilling and independent lives.

We will update the document regularly, and we welcome your feedback to help us ensure that it includes the information that you would find most helpful.

Talk to us

We are keen to talk to you about developing your services. To talk to a council officer about any of the specific services covered in this MPS, please email ASCAdmin@leicester.gov.uk and mention the service or services you are interested in. We will then let you have the contact details of the relevant officer to get in touch with.

Feedback to us

We would love to have your feedback on this Market Position Statement, to help us improve future versions. It takes less than 5 minutes - just go to:

[Feed back on the Market Position Statement](#)

Strategic Priorities: Social Care and Education

The council is committed to supporting children, young people, vulnerable adults and families to be safe, be independent, be ambitious for themselves and live the best life they can.

To support this commitment, our priorities are to:

- keep people safe from harm
- promote inclusion and belonging
- enable people to be independent/self-sufficient and resilient
- enable people to pursue life opportunities
- support people's rights
- support individual's self-improvement
- support people to have a safe place to live and thrive
- promote good emotional, physical and mental health

Much of the skills and support needed to achieve these outcomes are to be found within people's own strengths, and those of their friends, family and local community. The council will support with guided conversation and assessment and with making access to this support easier. In addition the council will continue to provide a range of services itself, as well as buying them from external organisations.

To set out our approach to commissioning services to achieve these priorities over the next five years we have developed a Commissioning Strategy for Adult Social Care and Children and Young People's Services 2020-25 which can be found on the [Leicester City Council Social Care and Education strategies webpage](#)

Summary of our commissioning intentions for Social Care and Education 2020

Children and Young People:

- **Early help: young carers** – completion of assessments, support plans and personalised support. We are intending to renew the current contract for 2020-21 but also exploring opportunities to have a sub-regional contract across Leicester, Leicestershire and Rutland;
- **Early help: specialist youth services** within the community to support: people who are LGBTQ, asylum seekers and those with ADHD. We intend to continue with the current arrangement but will review during 2020-21;
- **Early help: specialist family support** services providing parenting courses, respite, resources and befriending. We intend to continue with the current arrangement but will review during 2020-21; and
- **Early help: provision of supervised play facilities** for the recreation and education of children and young people. We intend to continue with the current arrangement but will review during 2020-21.
- **Looked After Children:** We have published a [Children's Placement Sufficiency Strategy and Delivery Plan 2020-2023](#)
- We will continue to use independent **fostering** agencies for placing children and young people when we are unable to meet need in-house. This is specifically in relation to carers who are able to care for sibling groups; young children with complex needs; and teenagers.
- We will also continue to use independent **residential care** where we are unable to meet this need in-house. For example, there is a need for specialist units that can support young people needing to leave Leicester for a while to try to sever links with negative influences such as gang activity, county lines drug trafficking or sexual exploitation.
- **Care Experienced Young People:** As part of our placement development, there will be opportunities for local **semi-independent accommodation** providers to join our framework to provide accommodation and support to young people leaving care.

- For children and young people with **Special Educational Needs and/or Disabilities (SEND)**:
 - there will continue to be a need for special education provision from the private sector, but this is likely to decrease as the council- maintained provision increases;
 - there is a need for providers to consider how to market their services to children, young people and families directly as the take up of direct payments is expected to increase;
 - there may be opportunities for domiciliary support providers through a review of contracting arrangements; and
 - there may be opportunities for post-16 education providers to offer alternative courses, particularly aimed at supporting independence.
- **Education catering:** the council's City Catering service buys in foodstuffs, and a number of these contracts are due to expire in 2021. These will be commissioned through ESPO, so there will be opportunities for providers to bid, as follows: grocery. frozen food, including meat, fruit and vegetable and milk
- **Early Years Childcare** current and potential new providers of early years childcare services such as nurseries are encouraged to take into account the gaps identified in the council's Childcare Sufficiency Assessment in developing their childcare businesses and making decisions about locations and targeting of services.
- **Taxis** a commissioning review of this area was carried out during 2019, and a new framework, procured in November/December 2019 will go live in August 2020. The duration of this framework will be 2 years (with +1+1 extension period at the discretion of the council). The aim of the new service will be to improve service quality, leading to better service user experiences and better value for money. In addition, we are seeking to support people, such as families of children with SEND to arrange their own transport going forward, so taxi companies are encouraged to communicate the services they provide directly to these groups.

Adult Social Care:

- **Short Term Residential Care Beds:** A commissioning review will begin to establish whether the current service should be extended beyond July 2020.
- A review of **domiciliary support for hospital discharge patients** will continue.

- Consultation to develop the new joint health and social care **Learning Disability Strategy** took place during 2019. The strategy has been developed by service users, carers' groups, and other members of the Learning Disability Partnership Board, to identify our priorities for the next three years.
- A new website, **Autism Space** is planned to go live on 1st April 2020.
- Consultation to develop the new Leicester City Joint Integrated Commissioning Strategy for **Mental Health** took place during 2019. The strategy will be published during 2020.
- Due to a change to the law governing **mental capacity** (Mental Capacity (Amendment) Act 2019) we will also be commissioning a service to satisfy the requirement of the **Liberty Protection Safeguards (LPS)**. The law comes into effect in October 2020.
- A commissioning review of **dementia support** is currently underway, with a view to an invitation to tender being published in 2020 for a new Dementia Support Service to start in October 2020.
- **Community Opportunities:** A commissioning review began in autumn 2019 with a view to having new contractual arrangements in place from March 2021.
- **Flexible Short Breaks:** A commissioning review will be underway in 2020.
- A new framework contract for **Supported Living** providers was commissioned in 2019-20, to start delivery in November 2020.
- We will publish a new **Supported Living and Extra Care** Strategy during 2020
- We will set out Leicester's requirements for building developments to provide **Supported Living and Extra Care** for the next 10 years which will feed in to the council's plans to increase the supply of affordable housing for vulnerable people.
- A commissioning review of our **Integrated Community Equipment Loans Service** will commence in 2020 for re-procurement during 2021, with new the contract commencing in April 2022. This will be a replacement of the existing service.
- There are opportunities for providers to grow their businesses through the **direct payment market**, and people who fund their own care, designing and promoting services, and their benefits, directly to service users and through the [My Choice](#) directory. There is more information about Direct Payments in Part C of this Market Position Statement.

Part A – Children & Young People

Children and young people: demography and needs

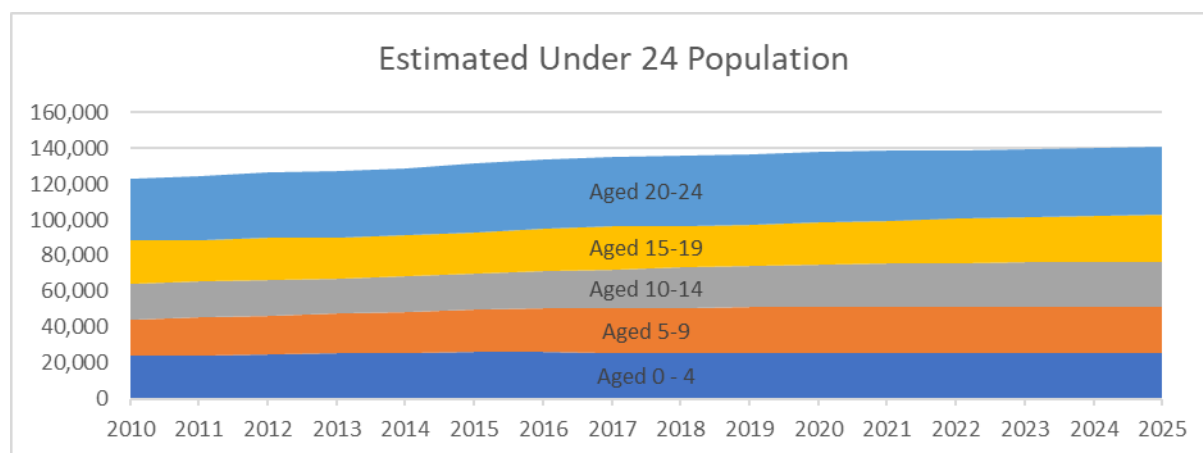
Population

The city is home to 130,726 children and young people aged up to 24 years (38% of the city's population). This is an increase of 12.5% since 2015, which is more than double the increase seen in England as a whole. This growth includes a big increase in the number of young children aged 0-4 years which rose by nearly 25% from 20,726 in 2005 to 25,884 in 2015.

The number of children and young people (aged 0-24 years) is projected to grow further to 138,100 by 2025 (an increase of 7.4% from 2014), with the biggest growth in the 10-14-year age range.

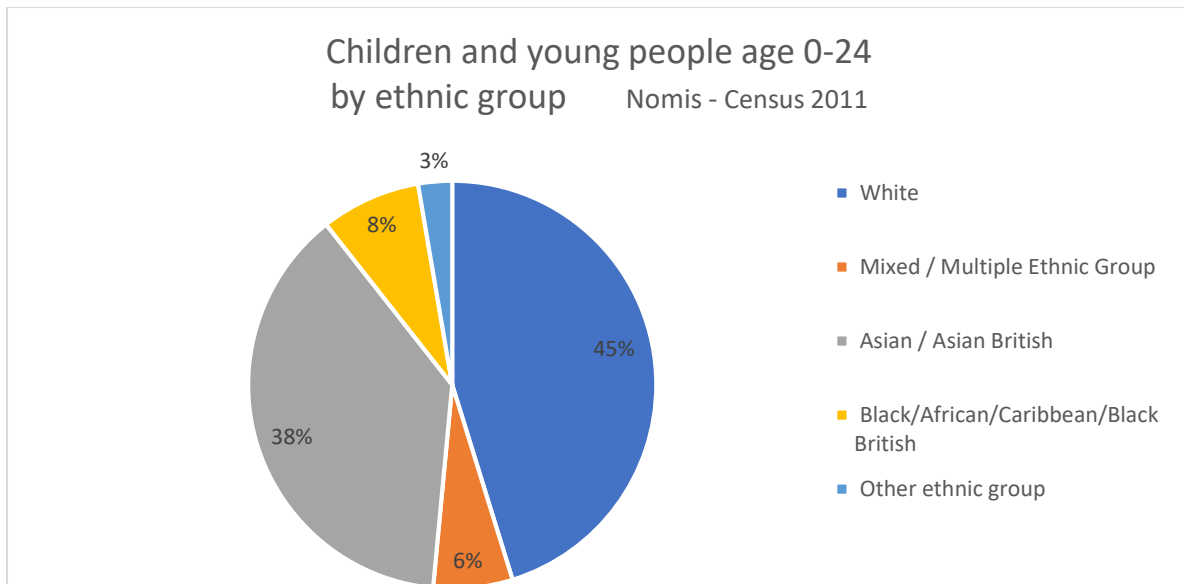
Age groups

The chart below shows the number of children and young people in each age group and forecast numbers to 2025:



Ethnic groups

According to the Census 2011, 55% of children and young people are from ethnic groups other than 'white'. The two main broad ethnic groups for children and young people in Leicester are 'white' (45%) and 'Asian/Asian British' (38%):



Leicester has a much higher level of ethnic diversity amongst its children and young people than most other council areas.

Deprivation

The Index of Deprivation (IoD) 2019 showed that Leicester is ranked as the 32nd most deprived out of 151 local authority areas in England.

The Income Deprivation Affecting Children Index (IDACI) showed that 23% of children (under 16) live in most deprived 10% of areas nationally

Beaumont Leys, Eyres Monsell, New Parks and Braunstone have the highest proportion of children receiving free school meals in the city.

Children's Services

The council is responsible for ensuring that everyone is in receipt of education and for collecting results from at certain points in a young person's education. This totals approximately 83,000 people aged between 0-19.

In October 2019 there were:

- 661 children looked after by the council
- 277 in receipt of leaving care services
- 1,656 children in need – children who have safeguarding and welfare needs except those who are on a Child Protection Plan and are not Looked After Children. They may be receiving social care support due to dealing with issues in the family such as drugs, alcohol, domestic violence, sexual abuse, familial dysfunction, mental health or neglect.
- 351 children who were the subject of a child protection plan
- 2,646 children with an Education, Health and Care (EHC) plan.

There is more detailed information in the council's [Joint Strategic Needs Assessments \(JSNAs\) covering children and young people](#) and the [Evaluation of Leicester's Early Help model](#)

The future market for children and young people's services

1. There will be an increasingly diverse population of children and young people, in terms of ethnic groups and cultural backgrounds.
2. There will continue to be add a rise in complexity of children's needs – especially those requiring health, education or therapeutic services.
3. There will be increasing use of Direct Payments, particularly for children with Special Educational Needs or Disability, to enable families to buy the support they need themselves.

Future direction of services for children and young people

1. Early Help Services

Where are we now?

'Early Help' means providing help for children, young people and families through universal and targeted services as soon as problems start to emerge or where it is likely that issues will impact negatively on children's outcomes. Early help services can also provide help for families when they are already involved with statutory and specialist services (such as CAMHS and Social Care) as part of a plan to support them to no longer require this level of involvement.

Leicester's Children's Trust is responsible for the implementation of Leicester's Early Help Strategy (go to [Early Help](#)) which outlines a multi-agency response, pledges and standards for all partners offering early help services to families.

Within Leicester, the national Troubled Families (TF) programme has been integrated within Leicester's Early Help Strategy. As a result of embedding service transformation and a cultural change in how we support families in need of help, this strategy outlines a sustainable co-ordinated multi agency strategic and operational Early Help model which will continue beyond the lifetime of the TF programme for families living in Leicester.

Agencies define their own Early Help Offer within their own service remit and resources adhering to the principles and ethos outlined within the Early Help strategy. As an example, the city council's Early Help and Prevention Service is a key delivery partner within this strategy, has a clearly defined and co-ordinated early help offer and has overall responsibility for the implementation of the national Troubled Families (TF) programme.

Services within the city council's early help offer from EHP:

- are made up of four discreet service areas: Children Centres and Family Support, Youth Service, Multi-Systemic Family Therapy and Functional Family Therapy (MST-FFT) and the Youth Offending Service;
- have a statutory duty to provide youth justice services and produce an annual youth justice plan setting out its priorities and how it intends to deliver against these to reduce youth crime and anti-social behaviour;
- have a statutory duty to provide sufficient children centre buildings and a children's centre offer for children aged under 5 and their families to support with parenting, school readiness, health needs, access to childcare and family support;
- have children's centre and family support services that operate from 12 CYPF Children Young People and Family centres. These centres are split into six geographical areas covering two key areas: childhood services and whole family working providing both universal and targeted services and casework (Early Help Assessment or joint work with children social care);

- provide youth services from three youth centres that offer both universal centre-based provision, targeted projects and casework either as an Early Help Assessment or joint work with children social care. Within the youth service, there is a specific duty to support young carers;
- have an MST-FFT service which provides therapeutic family support as part of the edge of care offer for children's social care and early help; and
- have an edge of care offer which supports children's social care which is made up of EHP delivery and commissioned services.

An [evaluation of Leicester's early help model](#) and the city council's Early Help Offer which also incorporates progress for Leicester's Troubled Families (TF) Programme phase two (2015 -2019) was published in September 2019. The report also includes an assessment of the impact of the Troubled Families programme on the delivery of 'early help' services from a range of partners across Leicester City.

Qualitative data for around 4,000 families receiving early help support highlighted that:

- average household size was 4.23 people; 36.6% are lone parents with an average of 2 children living in the household; with 8.3% of household members less than 5 years old;
- main carers tend to be female (60.2%), aged 20–34 (43.6%) and identify as White British (56.2%);
- there are families in every ward in Leicester who meet at least 2 out of 6 of the 'Troubled Families' criteria, Western is the highest ward with 11.1% (467 families) and Knighton is the lowest with 1.5% (62 families);
- 68% of households (all ages) identified as having an unmet need with employment, education and or training (2,626);
- 43% of children within these households identified as needing to improve school attendance (1,642);
- 10% of households are involved in crime or anti-social behaviour (386);
- 28% of households have experienced domestic violence (1,077) historical or current
- 39% of households identified as having a 'health' problem, in particular substance misuse and mental health (1,510);
- 57% of parents need help with parenting, housing, managing debt and finances and developing resilience (2,200); and
- 384 children and young people have self-identified as a young carer with 101 young carer assessments completed and support plans in place within 2018-19.

Many families present with multiple needs.

Our analysis tells us that Leicester's Early Help Model and the council's Early Help and Prevention Service is an effective, highly valued and innovative service responding to the needs of families living in Leicester:

- the multi-agency whole family response / key worker approach is crucial and working well;
- it is highly valued by families and partners;
- staff have high levels of confidence in effecting change;
- families are reducing acute needs, making significant progress and becoming more resilient;
- the majority of families sustain changes i.e. aren't re-referred;
- the impact on social care referrals is significant; and
- there is positive cultural change to address wider factors such as worklessness.

Where are we going?

Our priorities for the future will be for strategic leads across Leicester to come together to consider how issues can be better addressed collectively to improve outcomes for families in Leicester. This will focus particularly on families with higher needs who are likely to end up needing higher cost services across the system, such as in social care, health and the criminal justice system. We want this to be done through:

- developing a stronger partnership response to supporting needs and meeting outcomes using a team around the family approach;
- ensuring that adults make sufficient progress with moving off benefits and into work;
- providing more support for schools; and
- commissioning services to respond to demand, in particular to support young carers and improving parenting.

The Early Help Strategy 2020- 2023 is due to be published in March 2020. Go to [Early Help](#)

2. Looked After Children

Where are we now?

The council has developed a [Children's Placement Sufficiency Strategy and Delivery Plan 2020-2023](#). Our placement sufficiency aims are to:

- provide an increased range of homes for our children and young people that meet their needs and provides them with a safe place to live and thrive.
- provide stability for our children and young people, by providing timely options to achieve permanence and providing homes at the right time.
- reduce our reliance on commissioned Independent Fostering Agencies, through developing the recruitment and retention of Leicester City Council foster carers and their capacity to meet the needs of the children they care for.
- review and to reduce our reliance on out of area residential homes.
- commission smarter to reduce costs, assure quality and support better matching through building better relationships with our market providers and establishing stronger commissioning practices.

To ensure we address the specific needs of our children and young people, a comprehensive placement sufficiency audit was completed in January 2019. The audit provided an analysis of current and predicted needs and demands for our looked after children, young people and 16-17-year-old homeless using data from the last three years. The key information from the audit is set out in the strategy. [Link to final published Placement Sufficiency Strategy – due to be published in March](#)

As with the national picture, the number of children looked after in Leicester has increased significantly over the last 5 years, a 27% increase from 533 to 677. Notably the rate of increase has reduced considerably due to the impact of edge of care interventions within Leicester City's Early Help and Prevention Services such as MST (Multi Systemic Therapy), Family Support, Family Group Conferencing and commissioned interventions such as local volunteer support from ' Safe Families' and a sustained effort on progressing permanence for our children and young people.

The council has two options for looking after children and young people who cannot reside with their family; fostering placements and residential care. These placements can be very short term (a night or two) or can last much longer, covering years in some cases.

Data from an August 2019 snapshot tells us that 72% of Leicester's LAC are in foster care placements. 352 are with foster carers that the council has registered, the remaining 108 placements are arranged with independent fostering agencies.

For the children and young people in a residential placement (197 at August 2019), we can often accommodate and support them in one of our own children's homes. There are five homes within the city offering a total of 30 places at full capacity.

For around 30-40 young people each year, the council's own homes are not suitable for the child or young person's needs. This can be for a variety of reasons, ranging

from the young person needing to leave Leicester for a while (often linked to drug or gang related issues), the risk that the young person may pose to other young people they are living with and/or the complexity of the young person's needs. These placements outside the council's own homes are usually sourced from the wider market, often run by private businesses.

Where are we going?

Due to sustained efforts on increasing prevention service activity, and securing permanence for our children in care, the rate of increase of LAC seen over the last few years is expected to reduce. The number of children leaving care is however expected to rise.

We are committed to offering foster care placements as a first choice wherever a suitable placement can be found and where this would be in the best interests of the child. However, for some children, a family placement isn't always the right first move. Some young people do better with a residential placement and, when ready, move to fostering or independent living after that. For these children and young people, and wherever a gap in suitable fostering placement exists, there will be a continued need for residential care.

Our current priorities are to:

- increase the number of local authority foster carers and to ensure we are doing all we can to retain those that foster currently;
- Increase the number of carers able to offer long-term, permanent care;
- review the use of independent foster care agencies to ensure we're achieving maximum value for money from the arrangements we have;
- sustain the number and quality of local authority children's home placements available;
- review the use of private residential care placements to ensure we're achieving maximum value for money from the arrangements we have and to ensure adequate access to specialist placements;
- ensure we are making the right offer to our disabled children requiring care, both to prevent breakdown in the home environment leading to a child being looked after and in our offer of care provision where needed;
- increase the options available for accommodating larger sibling groups (particularly more than 4 siblings);
- work with funding partners who may also contribute to the costs of specialist placements to ensure all parties are on-board with options proposed; and
- continue to develop a robust transitions approach, supporting young people to move on to independent living as they reach early adulthood, acquiring the skills needed to do this as they grow and providing the support some young people require through the early stages of independence.

What does this mean for providers?

We will continue to use independent fostering arrangements for children and young people where we are unable to meet this need in-house. This is specifically in relation to carers able to care for sibling groups, young children with complex needs, teenagers and are able to offer long-term care.

We will also continue to use private residential care placements where we are unable to meet this need in-house, particularly specialist homes that can support young people needing to leave Leicester for a while, to try to sever links with negative influences such as gang activity, county lines drug trafficking or sexual exploitation.

We will publish a separate Market Position Statement for the Looked After Children placement market during 2020. In the meantime our commissioning intentions in this area are to:

- review and explore smarter ways of commissioning to reduce costs, assure quality, and support better matching through building better relationships with our market providers and establishing stronger commissioning practices;
- use a co-production approach and consult with young people, families and staff to understand their needs;
- develop a clear Market Position Statement for LAC placements to help local providers meet our children and young people's needs; and
- improve systems to record and monitor information to be better meet the current and future needs of our children and young people.

3. Care-Experienced Young People

Where are we now?

The council has a duty to support young people aged 16-25 who have left care. This includes assessing their needs and providing appropriate support, in most cases through a pathway plan and with the support of a personal advisor. The council has a ['leaving care offer'](#) to set out what support is provided.

A snapshot in August 2019 identified 274 care experienced young people where the LA were providing some form of support. The council was in touch with 99% of the young people that had previously been in care and were now aged 16 to 21. Around 75% of young people in Leicester remain in their placement until they reach the age of 18 and some in foster placements chose to stay beyond this point. This helps to provide the necessary support and stability that they need until they move to independence.

For those aged 16-18 that do not remain on placement, some move directly into independent living whilst others spend a period in semi-independent accommodation where staff are available on site to provide support, encourage engagement in education, employment and training and ensure the safety of young people staying there. From 1st April to 31st September 2019, 79 semi-independent accommodation placements were arranged for young people leaving care.

Where are we going?

The main focus for care-experienced young people, is preparation and planning for them living life as an adult. This group will continue to receive a [range of support](#) to help them with all of the issues that they face in becoming independent adults, such as managing money; housing; work and learning; families; relationship and health and wellbeing.

Our current priorities are to:

- procure semi-independent accommodation for 16+ young people (jointly with the housing department who often support these young people with accommodation once they turn 18). This will include a focus on providers offering different levels of support to match the young person's needs and supporting them in preparation for them living life independently as an adult;
- review the need for high level placements in the city to ensure safe and appropriate support is on offer to these young people with more complex needs;
- review the need for placements for young people leaving care where they have a baby/child; and
- increase the provision of placements for young people with learning disabilities leaving care to support them into independence.

What does this mean for providers?

- There will be opportunities for local semi-independent accommodation providers to join our framework to provide accommodation and support to young people leaving care.

4. Special Educational Needs and/or Disability (SEND)

Where are we now?

The council has a duty to ensure the participation of children and young people with SEND and their parents in decisions about their lives, to support these children and young people to achieve and to prepare them for adulthood. [Leicester's strategy for supporting children and young people with Special Educational Needs and Disabilities \(SEND\) 2017-22](#) provides a vision for Leicester, the accompanying [SEND self-assessment](#) provides a more detailed breakdown of services provided and an evaluation of provision and next steps. The support available is shared through our [SEND local offer](#) .

Some of the support services on offer are outsourced to providers, usually through individual arrangements and placements. Personal budgets are also available to children and young people with SEND to support greater independence and choice in securing services that best meet their needs.

The SEND self-assessment identifies around 8,500 children and young people (0-25 years) in Leicester with SEND and 2,200 with an Education, Health Care Plan (EHCP). Since the self-assessment, the number has risen (2,646 at Oct 2019).

Educational placements are secured for children and young people with SEND through mainstream schools and through special school and alternative provision. These places are sought from a variety of educational providers, local authority-maintained schools, academies and free schools and from independent providers. Occasionally these placements are made a long way from home and can offer residential provision where daily travel isn't possible.

To support families with independent advice and guidance about their SEND, including health and social care needs, we contract with a SEND information, advice and guidance service. This contract has recently been tendered with a new service provider in place from 1st October 2019. Two providers of information, advice and guidance relating to the take up and management of personal budgets are also contracted by the authority.

Some families of children with a disability require additional help and support at busy times of the day, particularly before and after school. Support is sometimes provided to these families through our domiciliary support arrangements.

Short break provision is available through childcare schemes in the city and a grant is made available annually to support with the additional cost sometimes associated with making reasonable adjustments to ensure access for children and young people with SEND.

Where are we going?

The number of children and young people SEND is increasing, both nationally and locally – it is currently around 2,600. So we know there will be a greater need for local special school provision, beyond the numbers currently on offer.

Our current priorities are:

- to increase the number of special school placements available to families within Leicester through expansion of the council-maintained schools buildings, reducing the reliance on high cost, out of county placements and better meeting the wishes of families to have their children educated close to home;
- to review the offer for post 16 education for young people with SEND to ensure that it best meets the future needs of young people accessing it, offering greater support to independence;
- to review the offer of a personal budget to families to support them in securing the care and support that best meets their individual needs, ensuring all families know of this offer; and
- to review the way in which we purchase domiciliary support from the market, looking at whether alternative contract arrangements are required; and

What does this mean for providers?

- there will continue to be a need for special education provision from the private sector, but this is likely to decrease as the council-maintained provision increases
- there is a need for providers to consider how to market their services to children, young people and families directly as the take up of direct payments is expected to increase;
- there may be opportunities for domiciliary support providers through a review of contracting arrangements; and
- there may be opportunities for post 16 education providers to offer alternative courses, particularly aimed at supporting independence.

5. Education Catering

Where are we now?

The council's City Catering Service provides a service to 50 schools, including academies. Until July 2019 we provided approximately 20,000 meals a day; however this reduced from September 2019 as some schools opted out of using the council service. This is due in part to the increase in academies, and also to competition from Leicestershire Traded Services (LTS) and other external providers.

Where are we going?

In 2018 City Catering commissioned an external review of the service which made a number of recommendations for service improvement, including the need for a more transparent and competitive charging arrangement. This was implemented in April 2019.

As part of this, the council is meeting the cost of transporting meals in 2019-20; as well as carrying out a number of other improvements to the service.

We will begin to prepare for the letting of our main foodstuffs contracts in 2020, in readiness for provision from August 2021. This is likely to provide opportunity for providers to bid to offer groceries, frozen food (includes meat) and fruit and vegetables.

What does this mean for providers?

City Catering buys in foodstuffs, and a number of these contracts are due to expire in 2021. These will be commissioned through ESPO, so there will be opportunities for providers to bid for:

- groceries
- frozen food, including meat
- fruit and vegetables
- milk

6. Early Years Childcare Sufficiency

Where are we now?

The supply of early years childcare provision in the city is changeable, and although the role of the council is to manage the market, we rely on the private, voluntary and independent early years sector to offer provision, as we do not commission these services ourselves.

The council carries out child care sufficiency assessments to look at the needs for 2, 3 and 4-year-old Funded Early Education Entitlement (FEEE) places, plus the supply for these places, in order to identify where the gaps are. The analysis provides information at city level but also at ward and Children's Centre cluster level as well. The analysis also takes into account the impact of Ofsted quality judgements for the private, voluntary and independent sector to provide a clear picture of both sufficiency and quality.

A less than 'good' Ofsted judgement results in a provider entering into the FEEE compliance process. The provider is then restricted or prohibited to offer either 2-year-old places or all FEEE services, according to the judgement given by Ofsted.

The council has produced a Childcare Sufficiency Assessment. This outlines gaps in provision in three of the Children's Centre Cluster areas: East, North West and West, and the wards of: Evington, Thurncourt, Humberstone & Hamilton, Fosse, Saffron, Western and Braunstone Park & Rowley Fields.

Where are we going?

We know there are a number of factors which will affect provision going forward, including changing requirements:

- population growth and increased migration;
- housing development: changes in social housing in key parts of the city, will result in the need for strategic planning for 2, 3 and 4-year FEEE;
- the development of flexible models of delivery for FEEE, for working families;
- provision tending to be geographically located in natural community areas, where transport is barrier to accessing early education for their children;
- wider geographical spread of SEND early years provision;
- demand for 30 hours in the private, voluntary and independent sector, delivering stretched and flexible models of delivery;
- demand for costs for childcare to be reduced; and
- demand for availability of good quality childcare.

The priorities for this service, based on these forecasts, are for:

- an increase in the number of high-quality childminders;
- group-care setting to achieve a good Ofsted judgement;
- accessible and inclusive early years provision city-wide for SEND children;
- a variety of childcare options and flexible models for FEEE to support the working family;
- providers working in partnership or in a hub model to offer families early education and wraparound services;
- continued ongoing assessment and monitoring of childcare provision to identify gaps; and
- strategic planning and identification of priorities for 2, 3 and 4-year FEEE provision across the city.

These priorities will seek to achieve sufficiency good quality places for 2, 3 and 4-year-old FEEE service provision; in particular, sufficient places for:

- eligible 2-year olds (criteria comparable with eligibility for free school meals) to access their free early education hours with an early years provider (up to 570 hours over a year in the term after their 2nd birthday);
- all 3 and 4-year olds to access their universal entitlement to early education provision (up to 570 hours over a year in the term after their 3rd birthday); and
- eligible 3 and 4-year olds (for working parents as determined by an online application process with HMRC) to access their extended entitlement of 570 hours a year in addition to the universal entitlement, making a total of 1,140 hours a year).

What this means for providers

Current and potential new providers are encouraged to take into account the gaps identified in the council's sufficiency assessment in developing their childcare businesses and making decisions about locations and targeting of services.

7. Transport

Where are we now?

The council uses taxi transport to support a wide range of people with different needs, where there is an assessed need and where we do not have a more efficient transport option than using our own in-house fleet.

The council can supply a taxi for:

- children with special educational needs and disabilities (SEND) who use taxis to get to and from school;
- looked after children and children in need who use taxis to and from school; to transfer between placements; to access services or to attend contact arrangements due to a court order;
- adult social care service users to access taxis to and from day centre placements; and
- Leicester City Council staff requiring taxis as part of their work.

Where are we going?

The current contract has been extended until July 2020, to ensure continuity of service whilst allowing the council to review what works well and what could be improved about the service.

The council will prioritise review of people's cases where they receive a taxi to make sure that the arrangements in place meet people's needs and are up to date.

In addition, the council is committed to improving air quality and reducing carbon emissions. To this end, moving to a greener transport infrastructure in Leicester is a key strategy aim and we encourage providers to move to more environmentally friendly vehicles wherever possible.

What this means for providers

The council is keen to work closer with providers to better understand the pressures and challenges they face. There will be more regular opportunities for providers and the council to meet going forward.

We are reviewing the way we contract management the services, ensuring a consistent and transparent process. This will involve more regular spot checks to make sure the services delivered are good quality.

The council invited bids from existing and new providers to join our new taxi framework in November 2019, and these contracts are due to start in August 2020.

In addition we are seeking to support people, such as families of children with SEND to arrange their own transport going forward, so taxi companies are encouraged to communicate the services they provide directly to these groups going forward.

8. Schools

Where are we now?

The council is responsible for ensuring sufficient provision of school placements for the children of Leicester city. The council is unable to set up new schools itself, but we do work with academies, free schools and private organisations wishing to set up new provision, as well as using capital to expand existing school places.

The council is also responsible for supporting schools to help them meet aspirations, raise standards, and reduce gaps in attainment.

In response to a growing need, we have created approximately 5,000 additional school places since 2015 and invested over £350m in our secondary and special educational schools as part of the Building Schools for the Future programme; as well as investing over £27m into our primary schools as part of a programme of expansion to provide additional classrooms for an increased demand for places.

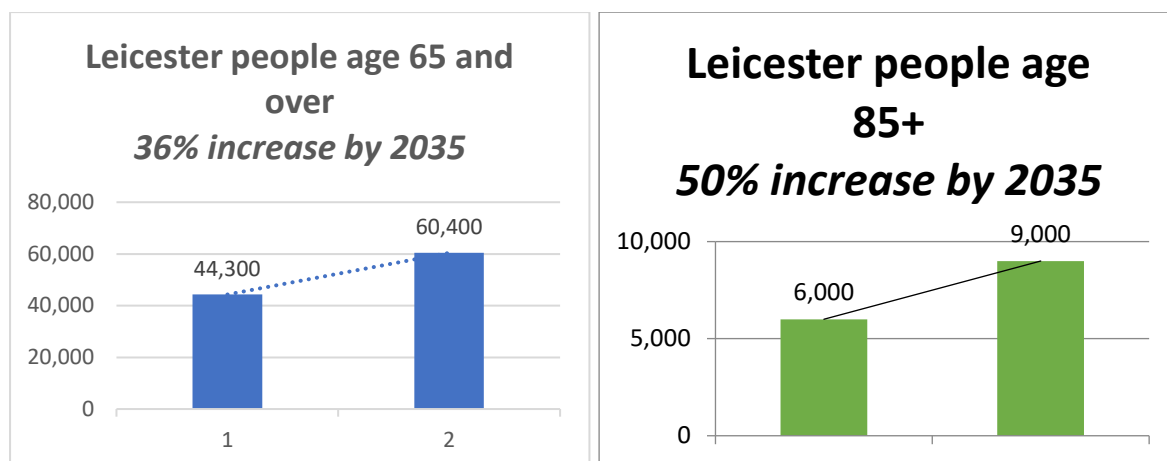
Where are we going?

Going forward, Leicester remains popular for school places. Therefore, to respond to the increases in birth rates and the continued inward migration to our city, we are currently developing a school place planning strategy in consultation with our schools and colleges that will seek to provide additional capacity over the next few years. We are also producing an Education Strategy that will set out the direction for the broad range of provision and improvement across schools for the future.

Part B – Adult Social Care

Adults: demography and needs

In Leicester, there will be a larger number of older people, living longer. The number of people aged 65 and over is projected to grow by just over 16,000 by 2035 (65%), and the population of over 85s by 3,000 (50%) in the same period.



In addition, the population of **older people** will become more ethnically diverse;

There are 3,026 individuals thought to be living with **dementia** in Leicester; 2,951 of these are age 65 years or over.

It is predicted that the number of people with dementia in the city will rise to 4,459 by 2035 – a rise of 47%.

Overall, there will be significant increases in the number of **people who are unable to manage self-care tasks**:

- 2020 – the number of people aged 65 and over unable to manage at least one self-care activity on their own was 12,428.
- 2035 – the number of people aged 65 and over unable to manage at least one self-care activity on their own is estimated to be 17,441, a rise of around 5,000 people (40%). (Source POPPI and PANSI)

The number of people **learning disabilities** is projected to grow in the next 15 years:

- 2020 – 5,696 people aged 18-64 with a learning disability and 921 people aged 65 and over.
- 2035 – 6,066 people aged 18-64 predicted to have a learning disability and 1,269 aged 65 and over. (Source POPPI and PANSI)

An estimated 39,770 adults aged 16-64 living in Leicester have **mental health problems**. This represents 17.9% of adults in this age group. The proportion of people with mental health problems is projected to increase in Leicester by 18% to 46,928 by 2030.

At the 2011 Census there were a reported 31,000 **unpaid carers** in Leicester. However, this is likely to be an under representation of the real number as many do not identify themselves as carers. The [State of Caring](#) report published by Carers UK in 2019, suggested that the number of carers nationally has risen significantly since the 2011 Census from 6.3 million to as many as 8.8 million (a rise of around 35%). If this rate of increase is applied to Leicester it would mean that the number of unpaid carers in Leicester is actually closer to 42,000.

The future market for adult care services

1. There will be a rise in demand for care and support services.
2. Services will need to meet the needs of an increasingly diverse population.
3. There will be an increased emphasis on outcome focused services.
4. The numbers of service users using direct payments will rise, meaning that providers will increasingly be marketing their services direct to users.
5. Service users will have more information, advice and guidance about services that are available as the council develops this aspect of its role. This includes [My Choice](#), the council's online directory of services.
6. The number of council residential and nursing care placements will reduce.
7. The demand for domiciliary care will rise as more people receive this kind of support instead of residential care, and as their needs rise.
8. There will be a greater demand for housing that offers integrated care and support, for example Extra Care housing.
9. There will be an increased expectation that providers who are delivering care in supported and independent living accommodation services will be focused on maximising the health and wellbeing of their clients, with a range of services to support this.
10. The Transforming Care Programme will mean a potentially small rise in the demand for bespoke supported living settings and support services, in order to meet the needs of individuals who have complex needs.
11. A key objective for care and support services will be to support people of working age to stay in or find employment.

Future direction of Adult Social Care services

1. Residential and Nursing Care

Where are we now?

Historically there has been, and continues to be, an over reliance in Leicester on residential care, especially for those people with a learning disability or mental health support need. This is generally more expensive than supporting people to live in the community, but more importantly often prevents people from reaching their full potential and can result in people becoming isolated from their families and community.

Where are we going?

Residential and nursing care will continue to be an appropriate solution for some people because of their complex or specialist needs. The aspiration is to have a range of services which offer people choice and control by increasing the opportunities for all vulnerable adults to live independently within the many communities in Leicester.

This will promote independence and improve the quality of life and outcomes for all. Changing demand and changing commissioning arrangements will mean that there will be a shift towards a more diverse market place with opportunities for providers to offer more creative, non-traditional service models of residential care. The move towards better integration of social care and health services also challenges providers to look at ways in which they can meet both health and social care needs in a seamless way. Newly commissioned services will be outcome focused and support individuals to maximise their independence and minimise reliance on statutory services.

In future, providers will need to be able to respond to trends such as:

- high demand for placements at local authority banded rates for a range of needs;
- increases in the number of people with dementia and/or challenging behaviour;
- the need for specialisation, such as step-down and step-up support;
- the need for a continuum of care with mixed provision (for example combining housing with care); and
- the need to make the most of technological advances (through better use of assistive technology).

The number of placements that the city commissions is expected to reduce as people want to remain at home for as long as is safely possible. However, there is a need for more care for certain groups:

These are:

- people with dementia;
- people with complex physical needs;
- care for people with learning disability with high level behavioural challenges;
- respite for young adults; and
- Asian lifestyle homes

What this means for providers

We would welcome discussions with local care home providers about opportunities to:

- develop an emergency respite scheme;
- meet same day hospital discharge requirements;
- deliver a model of care and accommodation that offers a range of options for people if their care needs increase. For example: day care; respite; residential, nursing; and end of life care;
- provide good quality care at local authority banded rates;
- deliver good quality care and support to people with high levels of need; and
- improve the promotion of services to self-funders.

2. Domiciliary Care

Where are we now?

The number of commissioned packages of care increased in 2018-19 and the complexity and size of packages has also increased. In 2018-19 just over 1,800 people received a commissioned package of care. The number of hours commissioned in this period was just under 270,000. The council also commissions this service on behalf of the CCG and therefore buys a range of support packages to meet the needs of people with social care and with health care needs.

Where are we going?

It is likely that the number of hours of domiciliary support needed to support Leicester's residents will increase as more people choose to remain at home for longer with higher needs. As people are being discharged from hospital earlier than in previous years, with higher level needs, a responsive, short term service to support people to return home will also continue to be an increasing requirement.

What this means for providers

We would welcome discussions with local domiciliary care providers about opportunities to:

- meet same-day hospital discharge requirements;
- deliver a model of support that aims to re-able people as soon as possible;
- deliver good quality support to people with high levels of need; and
- improve the promotion of services to self-funders.

3. Learning Disability and Autism

Where are we now?

The majority of people with a learning disability and / or Autism that are in receipt of services and support from social care are people with complex health and social care needs who are likely to require substantial support in their daily lives.

However, despite these challenges, people with learning disabilities, including those with profound and multiple disabilities (PMLD) and those that may display behaviours that challenge, can form relationships, live independently, make choices and enjoy activities in the community with the right support.

This is particularly important when working with young people with disabilities to prepare for adulthood. People's aspirations and expectations to live their best life must be an integral part of the person-centred planning during their teenage years, in preparation for the significant changes as they move into their adult lives.

Transforming Care – there is also a small number of people with a learning disability and/or autism, who require additional help and support because of behaviours that challenge, or because they also have mental ill health. This support can normally be provided in the community, but occasionally may require a hospital admission for specialist input.

The aim of the Transforming Care programme is to ensure that people in these situations are discharged back into the community at the earliest opportunity with the appropriate accommodation, help and support. This work will continue to shape the way services must work to provide professional personalised care to all people with learning disabilities and autism.

We will also continue to work with Leicester Clinical Commissioning Group and other health services to identify the need for post diagnostic support for people with Autism.

Where are we going?

During 2019 we carried out consultation to develop a joint health and social care strategy for Learning Disability and Autism. This identified a number of key issues that will form the direction that services for people with learning disability and/or autism will need to take.

The strategy is due to be launched on 26th February 2020.

These issues include the lack of Easy Read and other accessible information formats available in a number of areas including raising a complaint, applying for benefits, housing or jobs.

A recognised priority action area and an area requiring market development is to identify and rectify gaps in relation to reasonable adjustments.

The shared experiences of people with a learning disability and their carers accessing primary and secondary care in Leicester are shown in a number of national awareness campaigns such as Mencap's 'Treat Me Well, STOMP (stopping the over medication of people with learning disability), and the learning disability

mortality review (LeDeR). Lessons and action plans from these campaigns will be used to further develop and raise the quality of services going forward.

We will continue to work to improve community-based care for people with complex care needs whilst ensuring they are able to live near family and friends.

A key priority in Leicester is to maintain and improve on the work of the transforming care accommodation group to make sure we can provide quality support, capable of meeting complex needs, at home rather than in a hospital setting. There is further information on this under 'Supported Living and Independent Living Support'.

The national figure for unemployment rates amongst people with a learning disability and Autism is 95%. Opportunities for people who want to pursue employment, education, or voluntary opportunities need to be improved and a key priority will be to work together to improve the life chances for people with a learning disability.

What does this mean for providers?

We continue to need providers to offer services that are 'personalised'. This means services that are capable of being shaped by and with disabled people themselves.

Services contracted with the council will be required to sign up to the VODG Health charter for social care providers.

4. Mental Health

Where are we now?

Mental illness is the largest single cause of disability in the UK. Leicester has high risk factors associated with mental illness, including high levels of deprivation in certain areas of the city and increased rates of risk-taking behaviour such as substance use in certain communities.

Around 17% of the adult population aged 16-64 in Leicester (39,770 people) live with a common mental health problem. Common mental health problems include conditions such as depression, anxiety, obsessive compulsive disorder and post traumatic stress disorder. Common mental health problems are more prevalent amongst women than men.

Jointly commissioned preventative mental health services have been running in two Leicester localities since October 2017. Leicester City Council and Leicester City Clinical Commissioning Group have commissioned these services to improve wellbeing and promote resilience across Leicester. We continue to monitor and evaluate these services and are pleased that the numbers of people accessing support has increased since the services began.

Key challenges include working in partnership to reduce the suicide rate in Leicester and working across all of Leicester's diverse communities to reduce stigma around mental health issues. Evidence demonstrates that early intervention is key to reducing the impact of mental ill health both from a financial and human perspective. Reducing stigma around mental health will allow people to seek help at an earlier stage in their mental health condition.

Where are we going?

We aim to provide a programme of mental health awareness training to faith groups and community leaders across Leicester to reduce mental health stigma. We recognise the role that faith groups and community leaders can play in spreading the message that talking about mental health is paramount in improving early intervention and prevention. Through the Time to Change initiative, we will appoint BAME mental health champions to promote mental health messages.

We will work with NHS colleagues to ensure that 60% of people with a registered serious mental illness (SMI) receive an annual health check. Due to a combination of lifestyle factors and the side effects of antipsychotic medication, there is a high incidence of cardiovascular disease (CVD) causing premature death in people with SMI (15 years for bipolar disorder and 25 years for schizophrenia). Annual health checks provide an opportunity to identify risk factors for physical health issues and to offer education and support to minimise the risk of developing CVD.

Through regular engagement with service users and carers we have identified that housing is key issue for people experiencing mental ill health. We will work with our colleagues in housing to ensure that mental health has parity of esteem with physical health in the allocation of housing. We also aim to work with registered social landlords, housing providers and housing associations to raise awareness of the impact of poor mental health.

Engagement with service users has also confirmed that access to meaningful employment, education and volunteering opportunities is vital to sustained recovery from mental ill health. We will be engaging with employers, education settings and volunteering organisations to provide information on reasonable adjustments that can support people with a range of mental health conditions.

Consultation to develop the new Leicester City Joint Integrated Commissioning Strategy for **Mental Health** took place during 2019. The strategy will be published during 2020.

What this means for providers

We will also be commissioning a new service to satisfy the requirements of the Mental Capacity (Amendment) Act 2019 which passed into law in May 2019. This replaces the Deprivation of Liberty Safeguards (DoLS) and will come into effect on 1 October 2020.

As at September 2019 there were 361 mental health service users using direct payments to commission 833 services from a range of providers across the VCSE and private sectors. The main activities and/or services being purchased through direct payments are day care and home care services. The use of direct payments is predicted to grow and is a development area for providers to manage.

Provider organisations need to ensure that they can reach the diverse communities in Leicester and provide services to meet those needs.

5. Dementia

Where are we now?

There are 3,026 individuals living with dementia in Leicester; 2,951 of these are aged 65 years or over, and 75 are under the age of 65.

The Leicester, Leicestershire and Rutland [Living well with dementia strategy 2019-2022](#) is designed around the [NHS England Well Pathway for Dementia](#) and has five guiding principles, each of which are supported by key priorities and actions:

- preventing well
- diagnosing well
- living well
- supporting well
- dying well

Part of the work within the Living Well work-stream in the strategy is undertaken by members of the Leicester, Leicestershire and Rutland Dementia Action Alliance who work with like-minded organisations to create dementia friendly communities.

The council currently jointly commissions a dementia support service from the Alzheimer's Society in partnership with Leicestershire County Council, Leicester City Clinical Commissioning Group (CCG), East Leicestershire and Rutland CCG and West Leicestershire CCG. The service is for anyone living in Leicester who is concerned about their memory or has a dementia diagnosis, and also for their families and carers.

The council is also in the process of applying for Dementia Friendly Community Recognition and works with a variety of organisations with the aim of Leicester becoming a 'dementia friendly' city, through a range of initiatives including recruiting Dementia Friends. Anyone with an interest in getting involved in this work can email nic.cawrey@leicester.gov.uk

Where are we going?

It is predicted that the number of people with dementia in the city will rise to 4,459 by 2035 – a rise of 47%.

However, we know that people can live well with dementia if they are supported effectively to plan for the future.

During the development of the Leicester, Leicestershire and Rutland [Living well with dementia strategy 2019-2022](#), people living with dementia and their carers told us that they need to be able to approach organisations that have a good understanding of the condition and how it affects them. They said they need to be able to go somewhere that can provide them with proper advice, and that younger people with a diagnosis struggle to access the appropriate support.

As a result, our priority for the new service will be to provide the right information, advice and guidance, within a service that is embedded within the memory pathway and that works collaboratively with other health and social care professionals.

What this means for providers

We would like to see providers who bid for the service who will focus their offer on delivering a diverse and culturally appropriate service to a wide range, and increasing number, of people who are affected by dementia.

A commissioning review of dementia support is currently underway, with a view to an invitation to tender being published in 2020 for a new Dementia Support Service to start in October 2020.

6. Community Opportunities

Where are we now?

Community opportunities are a range of daytime activities for disabled and older people to support them to socialise, learn new skills and play an active part in the community, whilst at the same time providing vital breaks for carers. Community opportunities are offered in a variety of ways that meet people's needs and aspirations, for example day services, group or one to one activity, social groups and learning and volunteering opportunities.

The council's Enablement Team has helped an increasing number of people to experience community-based activities, for example attending a gym, volunteering on an allotment, and learning daily living skills. This has helped them to move away from traditional day services, and to maximise the use of their personal budgets by accessing both chargeable and free activities that are widely available in the community.

Adult social care funds a range of activities, largely in the voluntary and community sector, that support disabled and older people to learn new skills, play an active role in the community, and maintain independence and wellbeing, whilst allowing family carers to have a break from their caring role.

During the financial year 2018–2019 the council provided community opportunity services to 410 people. In addition to this, the council also supported a further 777 people to arrange community opportunities services for themselves or with some support using a direct payment.

In 2018-19 there was a 19% reduction in the number of people accessing these services where the council had arranged the support. In comparison, where customers have chosen to arrange these services themselves through the use of direct payments, there was only a 5% reduction in take up.

Where are we going?

A framework contract for Community Opportunities was let in April 2018 and runs until 2021. The service supports people with:

- learning disability (moderate to severe)
- autistic spectrum conditions
- mental ill health
- physical disability
- sensory impairments (people who are deaf / hearing impaired, deafblind, or visually impaired)
- acquired brain injury

A commissioning review during 2020 will be undertaken with the aim of identifying future demand for this type of service and what type of contractual arrangements are most appropriate. New arrangements, procured if necessary, will be operational from 29th March 2021.

What does this mean for providers?

The council will continue to monitor usage of the new framework agreement as well as the take up of services through direct payments. If there are gaps in the market, then the framework may be opened again.

However, it is clear that more people are choosing to access community opportunities by using a direct payment or prepayment card, and there are opportunities for new and innovative providers to meet the needs of this market. Service providers need to cater for Leicester's diverse communities and tailor their offer to meet a range of needs.

7. Carers

Where are we now?

At the 2011 Census there were a reported 31,000 carers in Leicester. However, this is likely to be an under representation of the real number as many do not identify themselves as carers. We know that the number of people providing care to a family member or friend will continue to increase. The [State of Caring](#) report published by Carers UK in 2019, suggested that the number of carers nationally has risen significantly since the 2011 Census from 6.3 million to as many as 8.8 million. (a rise of around 35%). If this rate of increase is applied to Leicester it would mean that the number of unpaid carers in Leicester is actually closer to 42,000.

The value of the unpaid support that carers provide is significant. Nationally, the support provided by carers across the country has been valued nationally at a huge £132 billion a year.

People who provide unpaid care often do so at a considerable cost to their own health and wellbeing. Research indicates that carers have a higher incidence of mental health issues, with carers in Leicester more likely than the national average to report these problems. Typical issues include: feeling depressed, loss of appetite, and disturbed sleep.

The [Joint Carers Strategy 2018-2021: Recognising, valuing and supporting carers in Leicester, Leicestershire and Rutland](#) has eight guiding principles, each of which is supported by key priorities and actions:

- carer identification
- carers are valued and involved
- carers are informed
- carer friendly communities
- carers have a life alongside caring
- carers and the impact of technology products and the living space
- carers can access the right support at the right time
- supporting young carers

In July 2019, a newly commissioned adult's Carer Support Service began. This is provided by Age UK in Leicester. The key aims of the service are to improve the resilience and health and wellbeing of adult carers over the age of 18 who care for somebody with any condition or disability, to ensure they are supported emotionally and practically to meet their caring responsibilities and to help them lead fulfilling independent lives. Carers accessing this service do not need to be eligible for support as defined by the Care Act.

The service has a number of elements:

- a Carers Hub offering a comprehensive range of preventative services including: signposting to other appropriate carer and universal services; information advice and guidance; group and peer support; and carer learning and outreach support.
- strategic engagement, planning and influencing provision, representing the views and analysing the needs and outcomes of carers to support a wide range of agencies to understand the needs of adult carers.

In addition to this carer-specific service, a number of other organisations that are commissioned by the council include support for carers, such as the Dementia Support Service provided by the Alzheimer's Society, Turning Point for people with substance misuse issues, and the Richmond Fellowship Mental Health and Wellbeing service.

Where are we going?

The council's focus during 2020 and beyond will be to continue to work closely with our partners to deliver the actions outlined in the strategy.

What this means for providers

The current carers support service for Leicester was commissioned in 2019. The contract will end between 2022-24 when we will be seeking to re-procure.

In addition, carers depend on other local groups and charities than can offer them support and advice. We would like to see support for carers continue and develop in the city, whether commissioned by the council or funded in other ways.

This support is required to meet the needs of Leicester's diverse communities. We would like to see support that is 'strengths-based' i.e. it works with carers to maximise the strengths and resources that they do have access to, as well as helping to connect them with other sources of support in the community, city and nationally.

8. Supported and Independent Living

Where are we now?

Our intention for supported living services is to commission high quality, outcomes focussed support services for people who would benefit from living independently with support in place to help them do that. The type and frequency of support will vary; some people may need a few hours a week, whilst others might require 24-hour support.

At present, this depends on the assessment of people's individual needs. In Leicester this includes those with learning disabilities; those with mental health issues; those with physical and/or sensory disabilities as well as older people.

We also recognise the needs of other groups, including young people transitioning into adult social care, those with a dual diagnosis (of both a mental health and a substance misuse problem), and our Transforming Care cases. We are also working on identifying people who are currently in residential care but could move into independent living accommodation, where appropriate.

Supported living is delivered in Leicester in a variety of different ways; we have some excellent examples of models which include:

- self-contained flats in a scheme or perhaps as a cluster of properties with onsite support and in some cases, a communal hub;
- shared houses with floating or on-site support. In these types of schemes communal facilities such as kitchens and bathrooms might be shared; and
- Extra Care schemes which have self-contained flats. There is on-site support in these schemes and, in some cases, on-site care. Some of these schemes support older people and in others we encourage a mix of ages.

Our ambition is to address these needs in a way that: represents value for money; is flexible; creative and reflects best practice. Because of the cost pressures facing adult social care we have a focus on developing a model of support which achieves services that are high quality, sustainable and affordable for the long term.

The way we currently commission the care and support supported living services is through a framework contract. These contracts expire in November 2020.

Where are we going?

The council undertook an in-depth strategic review of the care and support arrangements for supported and independent living during 2018-19. The review identified a range of adjustments necessary to improve the pathway to and through supported living services.

The new model will be launched in November 2020 when the old arrangements expire.

Services will support the development of care and support pathways for vulnerable people age 18-64 and older people who are 65 or over and who have a learning disability, mental health needs, physical and sensory disabilities and/or other complex needs (including autism). This will ensure that there is a unified pathway

through services as the needs of people and those that care for them, change over time. These pathways can be delivered in peoples' homes or in the community.

The new arrangements include:

- a specialist service for people with needs over and beyond current services. These are people mainly connected with the Transforming Care programme; and
- a recovery pathway which will prioritise people with complex adult mental health who are leaving inpatient care, to meet their care, support and accommodation needs.

The council recognises the market's expertise in innovation, and we will work with providers during the life of the new contracts to pilot solutions for increasing innovation in care and support through the introduction of assistive technology.

We will publish a new Supported Living and Extra Care Strategy during in 2020. We have also identified the increasing demand for supported living and extra care, which sets out the developments required across the city in the next ten years. This will be fed into the council's plans to increase the supply of affordable housing going forward. Commissioners will want to work in partnership with the market to develop the right accommodation-based services for Leicester.

9. Integrated Community Equipment Loans Service (ICELS)

Where are we now

This service supports adults and children by providing equipment in community settings, care settings and educational establishments to eligible people following a health and/or social care assessment. Equipment is provided to maintain independent living at home, in education or at work, facilitate end of life care, facilitate hospital discharge or prevent admission to hospital/care settings, support reablement and recovery from illness or injury, minimise risk of physical deterioration and to enable carers to deliver safe care to the person they are caring for. The service is an integrated offer across both health and social care.

Where are we going

Whilst there will not be any significant changes to the service when it is re-procured, we know that the service will need to respond to increased treatment/rehabilitation of people within their own homes, earlier discharge from hospital with more complex needs and crisis response interventions to avoid hospital/care setting admission. This means that the service is likely to be issuing more equipment. It will be important to ensure that people only receive what they need, when they need it and for that period of need with equipment being returned when no longer required so that it can be recycled and reused for someone else. This will ensure that the equipment service continues to be able to meet demands but is able to manage this within budget.

What does this mean for providers?

We will continue to need to provide an integrated community equipment loan service. Providers will need to provide a service that can meet the increasing demands for equipment but also to be able to demonstrate value for money and deliver efficiencies that support commissioners to deliver the service within available budgets.

The equipment provider will therefore need to work closely with commissioners and have a flexible approach to potential changing requirements over the life time of the contract. Commissioners would like providers to be proactive in identifying and developing innovative solutions to the provision of equipment that will not only support commissioners in demand management but also improve the service user experience.

A commissioning review will commence in 2020 for re-procurement of the service during 2021, with new contract commencing in April 2022.

Part C – Direct Payments and Self-Funders

1. Direct Payments

Direct Payments

A Direct Payment (DP) is a payment given directly to a service user or someone who is supporting them, such as a family member. The payment is for them to buy services to meet their assessed needs. With a DP, the emphasis is shifted from direct service provision to enable the person to be in control of their own support to meet their needs and preferences.

The advantages of Direct Payment include:

- flexibility, to purchase care for themselves that better suits their individual needs.
- more choice and control, they can decide how their assessed needs are met, by whom, and at what time.

For providers, this means that as well as developing their services to enable them to bid for council contracts, there are also opportunities to develop and offer services to people who are using direct payments and buying support directly from the market.

The council is increasingly encouraging people to use DPs, so we expect the market, and the opportunities to offer support this way to grow.

Direct Payment Support Service

People who have a DP may sometimes need support and advice to help them manage it. For example if the DP has been given so that they can employ a personal assistant, then they are the employer of that person, with all the responsibility that goes with that.

Therefore, to provide support to people to manage DPs, the council commissions a DP support service for both adults and for families/guardians who have a DP for their child. The current providers are Purple Conversation and Mosaic. These contracts run until 2022. The council will review this service in the next two years with a view to new procurement after that.

Services bought with Direct Payments

For adults, the table below gives an indication of the number of people using DPs for services:

Service	Primary client type				
	Dementia	Learning disability	Mental health	Physical disability	Total
Day services	11	204	92	89	396
Home care (domiciliary care)	63	126	191	783	1,163
Supported Living	0	69	34	6	109
SEND					10

2. Self-Funders

There are many people who fund their own care, in whole or in part, most of whom are not known to the council. This is likely to be a significant and growing proportion of the population given the demographic changes described and tighter eligibility criteria.

Going forward, the council will work to try to identify the numbers of people who fund their own care and support and try to get a better picture of the services they need and want.

We know that in the future, many more older people will enter the marketplace needing information and advice and a diverse range of support without necessarily approaching the local authority, so it will be increasingly important for providers to think about enabling good access to their services for those who will purchase them directly.