

The Moray Council

**Market Position Statement
For Adult Social Care**

June 2014

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Foreword

To be written by Cllr Cresswell???

Who this document is for

This document is aimed at existing and potential providers of adult social care and support. It represents the beginning of a dialogue, amongst The Moray Council, the people who use services, their carers, service providers and others, including local communities, about the vision for the future of local social care markets. We are committed to stimulating a diverse, active market where innovation and energy is encouraged and rewarded and where poor practice is actively discouraged. This document is about working with all partners in adult social care to find the best way to use the available resources.

This document is for all providers and potential providers of adult social care and support.

Providers of adult social care can learn about the council's intentions as a purchaser of services, and our vision for how services might respond to the personalisation of adult social care and support.

Voluntary and community organisations can learn about future opportunities and what would enable you to build on your knowledge of local needs in order to develop new activities and services.

People interested in local business development and social enterprise can read about possible new opportunities in the market and tell us what would help you to come into social care markets and offer innovative ideas and solutions.

People who use adult social care support and their families/carers can read about the possibilities for being proactive in not only their own support solutions but also in those of others in their local area by developing their own micro/social enterprises.

Using this document

It is not the intention of this document, or of the Moray Council in isolation, to provide all of the solutions to the changes needed for the future development of adult social care within a Self Directed Support model of delivery. This document is the 'starter for ten' setting out where we currently see adult social care and where we believe it needs to change. Throughout the document you will see boxes labelled 'Development Opportunity' or 'Market Opportunity'. These highlight potential opportunities for providers, businesses, communities and include ways in which we may communicate these opportunities as they arise.

Please note that The Moray Council as a purchaser of services has a duty to follow best value principles and procurement rules laid down by legislation.

Summary

The vision for adult social care in Moray can be summarised as:

"By working in partnership with you we will offer the appropriate level of support and services to help you to help yourself, enabling you to live independently in your own home as long as possible."

Moray Council wants to update the delivery of adult social care to allow a greater focus on enablement, independence and empowerment. Moving delivery from a reactive, crisis intervention model to a proactive, early intervention and prevention model.

We want to create better outcomes for people by maximising independence, choice and control and minimising long term dependence.

We want to see a care and support market which....

- **Provides supports which deliver outcomes for individuals and is able to respond to outcome based commissioning by the local authority.**
- **Provides a balance of quality of support with value for money**
- **Provides a choice for individuals**
- **Includes local, smaller providers as well as larger regional or national providers**

So as to facilitate this market, Moray will:

- **Reduce the use of block contracts in favour of more flexible contracting arrangements**
- **Use our purchasing power to stimulate the local economy**
- **Encourage local, smaller providers to join the market**
- **Promote outcome based commissioning and decision making**

Future Demand

Key Messages:

- A continuing increase in demand for care and support is expected but this will not be matched by an increase in the available resources.
- There is a national expectation that support to unpaid carers needs to be increased. Moray Council wants to build capacity in the unpaid care market.
- There is a need to grow supports that provide early intervention and prevention to support the move away from long term dependent care provision.
- The role of information and advice in the market is expected to grow to support people in taking choice and control over how their needs are met.
- The development of online marketplaces is likely to give more information and choice to individuals and allow them to give transparent feedback on their experiences.
- The emphasis on personalisation, the delivery of individual outcomes and Self Directed Support means that we need to consider new models of social care delivery.
- The use of assistive technology needs to be further embedded into mainstream support provision to enable more people to maintain their independence for longer.
- Life expectancy is increasing, including those with long term conditions so there will need to be an increase in self care initiatives to support long term health and well being in older people.
- People entering into residential or nursing care are older and more frail than previously. Older people's care homes will need to consider this accordingly.
- Focus will move towards shorter term intensive social care packages focused on reablement and returning home.
- Services for people with learning disabilities will need to offer a broader range of stimulating experiences for the service user and carer, including supporting access to non-learning disability services.

How Providers can begin to adapt

- Consider how their services are, or can be made, preventative in their focus and how they support people to be as independent as possible.

- Consider how their services work within local communities and how they support the building of capacity within those communities.
- Recognise that increasingly the purchasing partner will no longer be the local authority but will be the service user or groups of service users. This will require providers to market their services differently and mean that they will need to make access to their services more straightforward.
- The need to find innovative ways to design and provide support and services will increase the need to better involve and engage service users and their families/carers.
- Focus should be on maximising independence even for service users who need a higher level of long term support.
- Providers, in partnership with The Moray Council, will need to develop ways to record, evidence, analyse and report on outcomes. In the new market of adult social care quality and reliability will be what differentiates providers rather than cost alone.
- With individual budgets, maximising of independence and a general broadening of the potential social care market, providers will need to find better ways to engage with and link service users with other opportunities in the community.
- Delivering for personalisation requires innovation and developing new approaches to be marketed to service users directly or by engaging with strategic commissioners.
- Creating smarter partnership working opportunities, for example sharing expertise, resources or back office supports to increase impact and efficiency. This could be via formal or informal arrangements.

Demographic Change

Adult social care is in the midst of significant demographic change. In Moray the number of people over the age of 65 is forecast to increase continually over the next 20 years.

Advances in medical science are enabling more people to live for longer, many with long term conditions, and this is continuing to change the shape and make up of our populations and will thus continue to lead to greater demand for social care support. This increase in demand will not be matched

by any increase in government funding to support service increase so new ways to deliver social care support need to be created.

There are also an increasing number of people self funding the social care support that they need. However, regardless of how social care is funded people want greater choice, control and flexibility over how their social care needs are met.

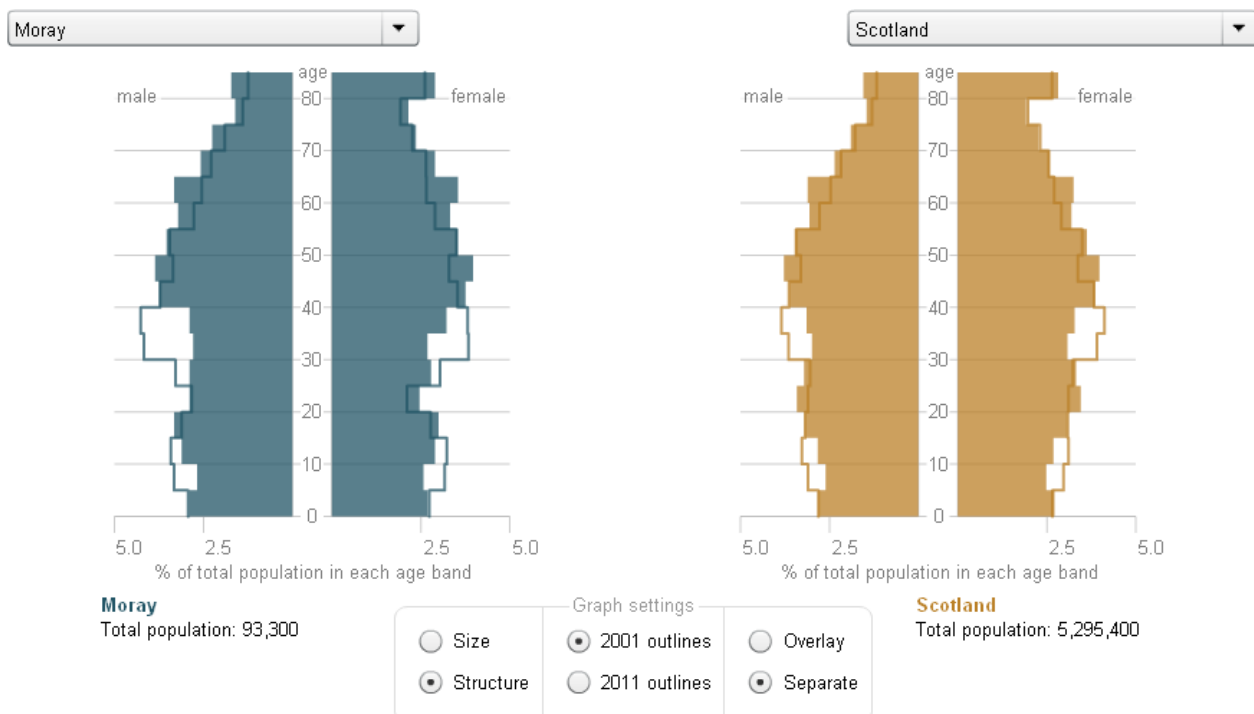
Key Message:

Self Directed Support: A National Strategy for Scotland sets out The fundamental principles of SDS are **choice** and **control**. Choice is evident where people are able to choose how they live their life, where they live and what they do. People have control of their support by determining and executing the who, what, when and how of the provision.

The figure below shows the Census results for 2011 compared to 2001 (shown by the outline) in Moray and in Scotland.

Figure 1 : Moray population change compared to Scotland in the last two Census years.

2011 Census: population estimates for Scotland (outlines show 2001)



<http://www.scotlandscensus.gov.uk/en/censusresults/visualisations/rel1bcompppyramid.html>

Original General Register Office for Scotland population projections (GROS is now the National Records of Scotland – NRS), predicted from estimates in 2008 and 2010 that the estimated total population for Moray would be around 93,530 for 2025. At the 2011 census the latest rounded figures have put the Moray population at 93,300 in March 2011. The projections from 2008 and 2010 are still fairly accurate in numbers for those over the age of 65 but there has been an increase in those aged 45 to 64.

Table 1 : Moray population projections for 2014, 2020 and 2030, showing % change from 2011 (based on 2011 Census data)

Age	Census 2001 No	Census 2011 No	% change 2001-2011	Project 2011 forward to 2014	% change 2011-2014	Project 2011 forward to 2020	% change 2011-2020	Project 2011 forward to 2030	% change 2011-2030
50-54	6043	6,600	9.22%	7010	6.21%	6896	4.48%	5159	-21.83%
55-59	4966	6,100	22.84%	6392	4.79%	7188	17.84%	5767	-5.46%
60-64	4534	6,400	41.16%	6213	-2.92%	6499	1.55%	7082	10.66%
65-69	4291	5,100	18.85%	5876	15.22%	6008	17.80%	7386	44.82%
70-74	3629	4,300	18.49%	4770	10.93%	6300	46.51%	6680	55.35%
75-79	2918	3,500	19.95%	3974	13.54%	5025	43.57%	6179	76.54%
80+	3375	4,300	27.41%	3814	-11.30%	4232	-1.58%	6474	50.56%
Total Pop	87,000	93,300	7.24%	93,718	0.45%	94459	1.24%	98086	5.13%
65+	14,213	17,200	21.02%	18,434	7.17%	21565	25.38%	26719	55.34%
65-74	7,920	9,400	18.69%	10,646	13.26%	12308	30.94%	14066	49.64%
75+	6,293	7,800	23.95%	7,788	-0.15%	9257	18.68%	12653	62.22%

Table 1 above, shows the actual census change in population between 2001 and 2011 based on the latest published Census numbers. They also show projections based on the GROS projection trajectories from 2008 and 2010 which are still fairly accurate in numbers for those over the age of 65 (but using the actual Census as the 2011 baseline and projecting from there in the absence of published updated projections). This shows that the continuing rise is greatest in both the number and proportion of the oldest members of our communities and these are the people that are most likely to need social care support.

Tables 2a and 2b below, show similarly based projections by different client groups and by those receiving home care respectively.

Table 2a: Moray population projections showing % change for client groups (based on GP*, RNIB and Census data)

Client Group	Previous Years – number, year and rate per hundred	2011 No	Rate per 100 using Census or GP* pop.	Project 2011 forward to 2020	% change 2011-2020	Project 2011 forward to 2030	% change 2011-2030	Project 2011 forward to 2035	% change 2011-2035
Registered Blind (Actual in Moray)	363 2001 rate 0.42	250 (2010) rate 0.27	0.29	274	9.57%	284	13.78%	288	15.20%
Registered Partially Sighted (Actual in Moray)	90 2001 rate 0.10	144 (2010) rate 0.15	0.16	151	4.95%	157	8.98%	159	10.34%
MH (registered with a GP)	724 2010/11 rate 0.83	708 rate 0.76	0.79*	746	5.40%	775	9.45%	785	10.81%
LD (registered with a GP)		395	0.44*	406	2.83%	422	6.78%	427	8.11%
Dementia (registered with a GP)		683	0.76*	719	5.40%	747	9.45%	756	10.81%
LD receiving support from CC		407	0.44	412	1.24%	427	5.13%	433	6.44%

An increased prevalence with age of certain conditions explains the higher percentage changes projected.

Of those people with a visual impairment, approximately 85% are aged over 65. (RNIB, 2006)

Action on Hearing Loss (The Royal National Institute for Deaf People - RNID) estimates that 1 in 6 people in the UK have a hearing loss. They also estimated 775,900 deaf or hard of hearing in Scotland equating to around 14.7 per 100 people. The Scottish Council on Deafness (SCoD) estimates that 75% of over 70s will have a hearing loss.

In table 2b there are adjusted rates to compensate for a predicted increase or unknown diagnosis of certain conditions e.g. with quoted percentages nationally of 60% of those with dementia have a diagnosis the rate has been adjusted to compensate.

Table 2b: Moray population projections showing % change for client groups receiving homecare within Adult Social Care (based on Census and Homecare data⁺)

All Ages Receiving Homecare by client group	All ages 2001 Number and rate per hundred	All ages 2011	Rate per 100 (some are adjusted ⁺)	Project 2011 forward to 2020	% change 2011-2020	Project 2011 forward to 2030	% change 2011-2030	Project 2011 forward to 2035	% change 2011-2035
People with dementia	50 rate 0.06	37	0.04 adjusted to 0.07	66	78.71%	69	85.57%	70	87.88%
People with mental health problems	33 rate 0.04	57	0.06	58	1.24%	60	5.13%	61	6.44%
People with learning disabilities	20 rate 0.02	93	0.10	95	1.24%	99	5.13%	100	6.44%
People with physical disabilities	924 rate 1.06 (This included older people until 2010)	174	0.19	176	1.24%	183	5.13%	185	6.44%
Older people	(2010 onwards)	836	0.90 adjusted to 0.93	878	5.08%	912	9.11%	924	10.48%
People in other groups	36	(discontinued in 2010)							
Total s	1,063 rate 1.22	1,197 rate 1.28	1.28	1273	6.35%	1323	10.52%	1340	11.95%

Challenges in the changing landscape

The next generation of people using social care

The landscape of the people using social care support is changing. Those who reach older age in the next one or two decades may have very different expectations than those in that age range currently. People are now beginning to exercise more choice and control over the care or support they receive and this will be further extended by the introduction of Self Directed Support. People in the very near future will expect a lot more from service providers, with a greater focus on enhancing their lives holistically rather than just having deficits in abilities met with care provision.

The integration of health and social care services is another factor that sits on the horizon of this changing landscape. Joint commissioning practices are being tested and explored and will be embedded in the commissioning activities of the future.

Providers will need to consider a wider range of supports and services than previously and may be commissioned across a joint landscape of health and social care. These services will need to be able to demonstrate to the individual purchaser that they will assist in any desired life choices regarding living independently, being healthy and having good mental, emotional, social and physical wellbeing so that they can continue to be active citizens in their own lives, their own communities and in their future years.

Local authorities and service providers will also need to prepare for the different ways in which services will be funded. Individual budgets and Individual Service Funds are a departure from the traditional basis of services being commissioned en masse for whole sections of the service user population.

Demand for future services.

There are currently 3088 adults and older people using local authority social care support with a total of 5221 service agreements relating to internal and external services delivered as part of planned support plan. The majority of these people are within the older people range and taking into consideration

the figures given in tables 2 and 3 it is evident that there is a significant growth coming in relation to numbers of older people who will need care or support in order to live the life they want safely and appropriately supported.

Carers

The national and local strategies for carers, Caring Together and Caring Together in Moray, set out priorities for carer support and the development of that. Subsequently the introduction of carers' right to access SDS for support identified as an assessed need to support the caring role now adds a new development to be considered.

According to the Census there may be as many as 1 in 7 people caring in Scotland. In Moray that translates to 13,285 carers based on our Census population of approx 93,000. The 2001 Census figures for carers in Moray was a little over half of that new estimate. This potentially tells us two things:

- The numbers of people providing unpaid care is increasing.
- The numbers of people recognising that they are providing unpaid care is increasing.

Current knowledge tells us that 70% of known local carers are either caring for an older person or are an older person providing care, this substantiates the demographic change and its impact on the caring population. Care of older people is the largest growing social care need and older carers are the largest growing providers of unpaid care.

Market Opportunity

Existing Carer Support Services are under contract until the end of 2014-15. Work is expected to begin on redesign and re-commissioning in summer 2014. Innovation and creativity will be welcomed as the introduction of SDS for carers into this previously block funded service opens up challenges and opportunities for the ongoing support to carers. Opportunities will be marketed in the usual manner via Public Contract Scotland. For more information contact:
commissioning@moray.gov.uk

Respite/Short Breaks for carers is recognised as one of the most valued supports to sustain an unpaid caring role. Through the national strategy and the work of organisations like Shared Care Scotland there has been significant change in recent years with how respite is viewed and what constitutes respite for a carer. Breaks for hours or days, with or without the cared for person, at home or away or even the use of specific equipment or items can all be included in what is considered to provide respite or short breaks. This has been recognised by the Scottish Government.

Development Opportunity

Funding streams may appear for both the statutory sector and the third sector. The Moray Council is happy to provide support and partnership to a community based bid that increases provision and opportunity for the people in Moray. Innovation in partnership working brings greater opportunities for success and sustainability. If your group or organisation would like to discuss this further please contact:

commissioning@moray.gov.uk

Currently in Moray respite services are fall into two categories, accommodated and non-accommodated respite and they are largely commissioned by service user group, for example there are Learning Disability Respite Services and Older People Respite Services. However, within this model of service commissioning it leaves little room for increased flexibility for more effective provision. There is both under-utilisation in some Learning Disability Respite Services, no direct availability in Mental Health Services and not sufficient commissioned respite for Older People to meet the existing demand.

All of this adds up to Respite Services that are no longer fit for purpose to meet the changing climate of demand and expectation.

A wide scale respite service review is underway to consider all options and opportunities.

Market Opportunity

The Respite Service Review will inform future commissioning of respite services and will take into account the required changes in line with implementation of SDS. Innovation and creativity will be welcomed and any ideas or relevant inputs can be made at any time. Commissioning opportunities for respite services are expected to be marketed later this year via the usual manner on Public Contract Scotland. For more information contact: **commissioning@moray.gov.uk**

Users of Services

From earlier tables there is evidence that while there will be growth at least in line with population growth within all service user groups, the only one that has significant growth in terms of numbers is that of Older People. However, there will still be growth in demand for other reasons.

People in all service user groups are living longer with more complex disabilities and conditions. This combined with the drive towards more personalised services via SDS and the focus on personal and individual outcomes rather than on services that merely negate a deficit in daily living ability all equates to increased demand that is better met with flexible and creative services.

Users of services want meaningful occupation and activity. Many working age users want real opportunities for work or training and learning. People want choice in how they live their lives and SDS is the vehicle that should make that a reality. They want to choose how they spend their days, where and who they live with and what they want to focus on in their lives.

Market Opportunity

Day Services will be reviewed in line with delivery via SDS. Innovation and creativity will be welcomed in relation to day support that provides meaningful opportunities for training and employability and simulated employment for all service user groups of working age. Opportunities will be marketed in the usual manner via Public Contract Scotland. For more information contact: **commissioning@moray.gov.uk**

Development Opportunity

With the introduction of indicative budgets for individuals, users of services may choose not to use those services that are more traditionally seen as Day Services but may choose other types of day support that provides greater flexibility and more bespoke support. Micro-enterprises like Shared Lives Moray Adult Placement Service is a way that this is currently addressed and expansion is needed to increase choice. For more information contact: **sharedlives@moray.gov.uk**

Care at Home

Home-based care delivery has traditionally been via The Moray Council internal Home Care Service or via externally commissioned services. However this has begun to change with more people seeking to use Personal Assistants through accessing a Direct Payment. This, for some, allows more choice and control over the support received including influence over timing, staffing and delivery focus.

With the likely increase in people with budgets via SDS there is expected to be an increase in those seeking Personal Assistants or Personal Assistance. While no decisions have been made around how this increase may be supported there are a number of options open which include:

- An organisation, group or framework to operate recruitment, training and support for the employment of Personal Assistants.
- The expected digital market place via the Living It Up project where potential providers and users of services can market their offers and requests for services. For more information about Living It Up contact **lorna.bernard@moray.gov.uk**

Development Opportunity

We would like to see services that individuals may wish to purchase as part of SDS package:

Offering a service that sources, vets and trains Personal Assistants.

Offering back office services to support people recruiting Personal Assistants to assist with recruitment, payroll, administration.

But also in relation to services commissioned by The Moray Council:

Market Opportunity

Current commissioned home care support is under contract until the end of 2014-15. Re-commissioning activities are expected to begin in summer 2014. Opportunities will be marketed in the usual manner via Public Contract Scotland. For more information contact:

commissioning@moray.gov.uk

Out of Area Placements

There are a small number of disabled adults living in residential care outside of Moray. While no specific work has yet begun regarding looking at this service area there is commissioning activity underway to better look at the complex needs of such individuals with individual and environmental service specifications. The result of such work may in time allow for the choice of moving back to appropriate support in Moray.

Mental Health

As with other service areas an increase in demand is expected within Mental Health Services and the implementation of SDS within this service area also introduces new challenges with fluctuating conditions leading to periods of capacity and incapacity.

A pilot in relation to Mental Health service users accessing SDS is about to begin and will inform the future of SDS delivery in this area. In addition to

this work a national pilot project which is nearing an end in relation to SDS and Mental Health has been running in Moray. Lead by IRISS (Institute for Research into Social Services) the Pilotlight project has given valuable insight and involvement which will be analysed and used to inform and direct SDS delivery not only in Moray but across Scotland.

There is very little choice in relation to services to support people with mental health difficulties in Moray and a full service wide needs assessment is expected to begin later this year to identify what is needed and where the gaps are.

Development Opportunity

Current Mental Health Support Services are still under contract but the Needs Assessment will create commissioning and SDS service opportunities. To find out more about opportunities in Mental Health Services contact john.campbell@moray.gov.uk.

Any subsequent commissioning opportunities will be marketed in the usual manner via Public Contract Scotland. For more information contact commissioning@moray.gov.uk

Dementia

The number of people being diagnosed with Dementia is increasing and it is widely accepted that this stems from people living longer. In 2013 The Moray Council, in partnership with the NHS produced a Commissioning Strategy for Older People, Living Longer Living Better 2013-23. Dementia is a specific work stream within that strategy and subsequent work has been undertaken to look at post diagnostic support for service users and their carers.

Money from the Change Fund has been used to create new opportunities for diagnosis support and community support within Dementia Services with sustainable models of delivery to support continuation of benefit past the end of this funding availability.

The older population entering residential care homes is getting older and more frail, generally with multiple long term conditions including a higher

number with dementia. Care Home providers need to consider existing and future delivery with this in mind. With the RCOP agenda being the focus there may be less people entering residential care but those that do will have higher and more complex needs.

Aids and Adaptations

People who require equipment to support their independence and assist them to manage at home may, subject to appropriate assessment and financial assessment, be able to get such equipment from the Moray Council Occupational Therapy Service. However, there are increasing numbers of people who do not wish to be known to services any sooner than needed and are opting to purchase such things independently.

The Independent Living Centre, situated within The Moray Resource Centre, Maisondieu Road, Elgin, has qualified staff who can give advice and information about what is available and how to go about purchasing.

People who self fund

Very little is known in concrete terms about those people in Moray who either completely or partially fund their care and support. However, with the implementation of SDS and the number of people choosing to have a personal budget there is an expectation that those who partially self fund will increase.

Service providers, which include The Moray Council, need to consider how they will market their services to the self funding individual of the future in order to secure their market position and to transition away from the relationship with a commissioning organisation towards the relationship with the service user who is the purchaser.

Current Services

As already identified there are currently 3088 adults and older people using local authority social care support with a total of 5221 service agreements relating to internal and external services delivered as part of planned support plan. These services span across Day Services, Home-based care or Domiciliary Services, Respite Services etc.

In addition to this there are a number of universal support services that are currently funded by The Moray Council that would not necessarily be included in those numbers. For example, people accessing independent Advocacy Support or those who utilise Housing Support for domiciliary or home-based care to support maintaining a tenancy.

The Moray Council currently funds a wide variety of services to support those in need of adult social care. These span across internal services, externally commissioned services and projects that include many in the third sector.

The following are some of the many types of services currently delivered or funded by The Moray Council.

Learning Disability Services

Day Services
Supported Employment Opportunities
Employment Support Services
Supported Living Services
Respite Services
Training Services
Activity Based Projects
Advocacy Services
Carer Support Services
Housing Support Services

Older People's Services

Day Services
Domiciliary Care Services

Home Care Services
Respite Services
Shared Lives Adult Placement Services
Meals on Wheels Services
Handy Person Services
Befriending Services
Peer Support Services
Re-enablement Services
Carer Support Services

Adults with Physical and or Sensory Disability

Day Services
Home Care Services
Specialist Support Services
Respite Services
Employment Support Services
Carer Support Services

Mental Health

Residential Services
Housing Support Services
Carer Support Services
Outreach Support Services
Support Group Services

Drug & Alcohol

Addiction Counselling Services
Specialist Support Services
Carer Support Services
Housing Support Services

The above is not an exhaustive list of every support or service currently available but it gives an example of the breadth of services and equally the breadth of the needs of the users of those services. Taken into consideration that the implementation of SDS requires an increase in the choices for service

users it is easy to see that it will be no small task to develop the market in an area with such diverse needs within a relatively small population size. The market has a huge variety of potential opportunities within this and those spotted throughout this document are just the beginning.

What is known is that all services need to be more flexible and responsive to change. Personalised services and the delivery of personal as well as organisational outcomes need to be at the very centre of any service delivery.

Quality and Monitoring

The implementation of SDS and people having greater choice and control over how their social care needs are met will cause a rise in the demand for a range of high quality services. This will create new opportunities for change and development within businesses, organisations and communities.

However, The Moray Council will continue with its duty to measure and assure quality for all users of services. Quality assurance for both registered and non-registered services will remain a priority for the Council.

Registered Care Providers

Any service provision by a Care Inspectorate Registered Provider will continue to be inspected and reported on with information published on the Care Inspectorate Website. The Moray Council Commissioning and Performance team will continue to monitor these inspection reports to ensure continuation of good quality care. In the instance that any care grades drop and cause concern The Moray Council will take any necessary action to ensure the safety and support of any service users within that service.

Commissioned Providers

Any provision that is commissioned by The Moray Council will be monitored by the Commissioning and Performance team using the formal reporting processes within the contractual relationship between provider and commissioner.

The process has a tiered structure that is based upon self assessment and risk assessment that subsequently decides the level of detail and scrutiny, in addition to the frequency of any monitoring or inspection.

Non-commissioned Providers

With the implementation of SDS and personalised services there is an even greater need to find ways to ensure the quality of non-commissioned service provision and to minimise the risk for service users while supporting the right of people to take positive risks to maximise their life choices and satisfaction.

The increased use of personal budgets will in turn likely increase the number of people purchasing care of support from providers that The Moray Council has no formal contractual relationship.

Consideration needs to be given to how The Moray Council can support people to make informed decisions, to manage risks and get the outcomes they want.

Risk Assessment is an integral part of the picture when looking at a SDS support package and this will continue to be the same. The Community Care Officer or Social Worker will assess and identify the risks for the individual including and risks based on decision making capacity. If decision making capacity is an issue the existing Adults With Incapacity legislative framework will pick up the issue at this point. If decision making capacity is not an issue The Moray Council still has a duty of care and is required as far as possible to minimise unnecessary risk, ensuring legality and that the individual understands the risks and the potential positive and negative outcomes.

Development Opportunity

Businesses, organisations and groups that may become potential non-commissioned providers can work with The Moray Council to ensure that they have the appropriate level of risk assessment for their services. They may also wish to develop detailed standards for the services that they deliver. This will assist in marketing to individuals and form part of the quality assurance for the service. For more information contact:

commissioning@moray.gov.uk

Public Sector Equality Duty

The Equality Act 2010 places a Public Sector Equality Duty on local authorities to publish monitoring information on service users to help public bodies meet the general duty to:

- Eliminate unlawful discrimination, harassment and victimisation.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.

- Foster good relations between people who share a protected characteristic and those who do not.

The new Public Sector Equality Duty covers age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The duty to have due regard to the need to eliminate discrimination also covers marriage and civil partnership. Data collections systems will need to incorporate all of the nine protected characteristics. The following will need to be reported:

- Who accesses services
- How satisfied users are with services
- The outcomes for people using services
- Complaints

This information will be collected by the Commissioning and Performance team through the monitoring process described earlier.

Development Opportunity

Service users, carers and the wider community have a key role to play in ensuring the quality of services and involvement in representative strategic groups and forums, in consultations and focus groups and responding to surveys are all ways that people can actively participate. For more information contact: **commissioning@moray.gov.uk**

Finance

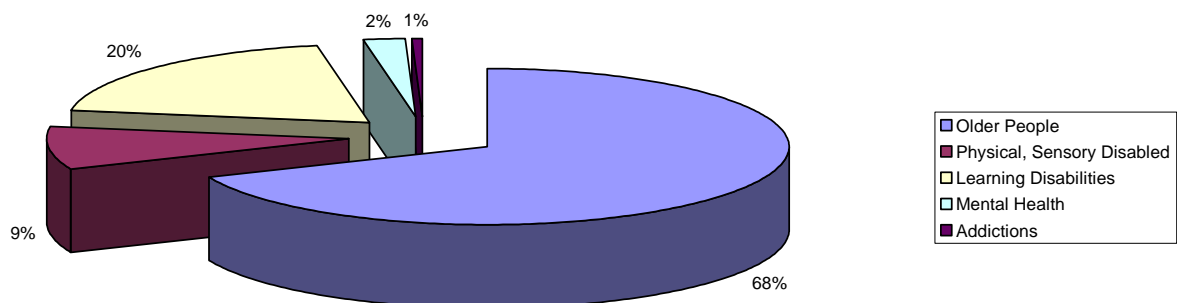
For the reasons of having fully ratified and reported financial information this document is using the 2011/12 Community Care figures as reported in the Local Finance Report. A breakdown of the Net expenditure can be seen below in Table 3 and Figure 2. The information shows the actual net spend by service user group and the percentage that is of the total net spend.

Table 3 : 2011/12 Net Expenditure by Service User Group

Service User Group	£000's
Older People	22,666
Learning Disabilities	2,982
Physical & Sensory Disabilities	6,523
Mental Health	704
Addictions	227
Total £000's	33,102

Figure 2 : 2011/12 Net Expenditure by Service User Group and as a % of total Expenditure

2011/12 Net Spend by Service User Group



The budget for public spending is reducing across all local authorities. The Moray council is faced with a need to reduce spending by £30 million between 2012/13 and 2015/16.

While the council is committed to supporting those most vulnerable in our community by minimising the impact of any cuts from social care services a reduction in the overall budget for Community Care Services is to be expected. This also needs to be considered in light of the anticipated growth in demand for social care support, less money + more demand = a need to change how social care is delivered.

However, with the implementation of SDS comes opportunity to do things very differently. To create the win-win situations of service users leading the life they want in the way they want and budgets not being committed to expensive traditional services just because that is what is available or expected.

Direction of Travel - Making the Change

In bringing together all of the areas of change, the implementation of Self Directed Support, the integration of health and social care services, the aging population and the economic challenges, a picture is created of a social care landscape faced with the most significant change than has been seen for many years. Such change requires commitment from all stakeholders to implement any internal changes needed and to be open to the external changes of other stakeholders, of the community at large and of the overall changing social care landscape.

This impacts on everyone, users, carers, providers and commissioners, and all have a role to play in making the changes and creating the flexible, responsive, outcome focused social care system of the future.

Prevention and Early Intervention

Previously social care services have fallen into the routine of 'fire-fighting' of providing services in response to crisis. This happens for many reasons, political or public pressure to be 'seen' to be doing things and economic constraints may influence these decisions. But this needs to change. While there will always be a need to respond to the inevitable crisis which are part and parcel of the social care service area, it can no longer be the force that drives the decisions.

In order to make the change at least some of the emphasis needs to move to prevention and early intervention, to stop the crisis from happening in the first place. People need to be kept well for longer and that may mean providing supports that are outwith the traditional realm of social care services. In fact, the aim should be to keep people well, able and independent for as long as possible to be living their lives with as much choice as they can without the need to have any service intervention.

The Moray Council are currently consulting on the change that is proposed in relation to the delivery of social care. The draft Moray Partners in Care document outlines a shift in the balance of care through promoting independence and access to information about resources that can support

people in their communities, providing greater choice and control and improving outcomes.

This new way of working is based on three offers, or tiers, to the community:

Tier One - Help to help yourself. Information and advice on universal services to the whole community with the emphasis on prevention

Tier Two - Help when you need it. Continuing to focus on early intervention, prevention and reablement so that people are supported early on and in a way that is right for them

Tier Three - Ongoing support for those who need continuing support, and those who care for them, to plan for a better life. Through self-directed support, there will be greater opportunities for people to exercise choice over their care and support, giving them more control to make the decisions which are right for them and their family.

To be successful, the new model will require to be delivered by Moray Council Community Care, its partners and the wider community working together.

In this new model, tier one becomes a much greater focus. Universal services, prevention, self care, communities responding to the needs of the people within them, will all take place in tier one. This is where the power to make the change lies within the hands of the wider community, of the people who may have been the service users of the future.

The Moray Council has a great belief in the power of people in their communities to make a difference and to effect change for themselves and others. Being active citizens for many is just how they live their lives and it is engrained into the very being of many people, even if they do not realise it or perhaps call it something else, community spirit perhaps.

This section is all about change, how it is proposed and how to make it happen. Change requires leaders, but this is not to be mistaken for people in higher positions of power, although it will include them. But it requires leaders at all levels. People who believe, who are passionate and charismatic and can inspire others to take part and make the change happen.

Market Facilitation

New ways to develop and facilitate the social care market are needed. The Moray Council can bring information it knows about population and demand into a dialogue with providers. In effect, this document is the beginning of that process. The aim is to encourage and support providers and potential providers to shape their services towards personalisation, demonstrating good personal outcomes and improved models of practice.

It is also about recognition that not all of the solutions lie within social care service provision and in order to make these changes we need to see people's lives as a whole rather than looking at how any deficits in capacity can be met with care services. How can their lives be lived the way they want to? That will not always result in the delivery of care.

The council recognises the need to support an environment of shared risk taking at all levels to reduce dependency and promote independence. The Moray Council wants to work with providers that can deliver effective short term interventions and work collaboratively with us to reduce costs so that smaller, local niche services can be supported to develop and grow.

Social and Micro-enterprise

Self Directed Support is one of the drivers for the changes needed and within this are the fundamental principles of people having choice and control. This places additional challenges for a location like Moray.

Regardless of the willingness and commitment placed into making these changes, agreeing with the principle of having choice will not be enough if there is nothing to choose from. Moray is a small local authority area with a population of around 93,000 and this presents difficulties in relation to attracting new services to the area. However, there is still a requirement to offer choice in the new social care landscape and this is where social and micro enterprise could offer a solution.

Social enterprise is a non-profit making business that has the greater purpose of fulfilling a social or environmental need in the local community. It can take many forms, cafes, shops, recycling to name a few and it can provide employment for vulnerable people in the community.

Micro enterprise is a profit making business with 5 or fewer employees with the purpose of fulfilling a niche in the market of the local community. Again it can take many forms and an example of micro enterprise in a care delivery setting would be the Shared Lives Adult Placement Service where self employed carers run their own businesses in care delivery.

Market Opportunity

Service providers, businesses and organisations can all add to their current business model by supporting the development of a social enterprise. Give back to the community within which you operate, support the local economy further and support employability and community regeneration. Do you have underutilised space that could become a social enterprise project? To discuss this further or to find out about getting support to establish something contact the Strategy Development Officer (Social and Micro enterprise) **carmen.gillies@moray.gov.uk**

Market Opportunity

Service users, carers and the community may already belong to groups operating informally yet potentially meeting a need within the local community. Is your group ready to become a social enterprise? Do you have a good idea to meet a social or business gap that you can see in your local community? To discuss this further or to find out about getting support to establish something contact the Strategy Development Officer (Social and Micro enterprise) **carmen.gillies@moray.gov.uk**

Market and Development Opportunities

Throughout the Market Position Statement a number of opportunities have been highlighted. These are not intended to be an exhaustive list of the opportunities that will arise but are examples to stimulate ideas, discussion and new ways of thinking.

For your convenience these opportunities are all detailed in the table below.

Please note that The Moray Council has a requirement to consider best value and procurement rules in any procurement of services or contracts.

Market Opportunity	Page no	Development Opportunity	Page no
Existing Carer Support Services are under contract until the end of 2014-15. Work is expected to begin on redesign and re-commissioning in summer 2014. Innovation and creativity will be welcomed as the introduction of SDS for carers into this previously block funded service opens up challenges and opportunities for the ongoing support to carers. Opportunities will be marketed in the usual manner via Public Contract Scotland. For more information contact commissioning@moray.gov.uk	14	Funding streams may appear for both the statutory sector and the third sector. The Moray Council is happy to provide support and partnership to a community based bid that increases provision and opportunity for the people in Moray. Innovation in partnership working brings greater opportunities for success and sustainability. If your group or organisation would like to discuss this further please contact: commissioning@moray.gov.uk	15
The Respite Service Review will inform future commissioning of respite services and will take into account the required changes	16	With the introduction of indicative budgets for individuals, users of services may choose not to use those services that are more	17

in line with implementation of SDS. Innovation and creativity will be welcomed and any ideas or relevant inputs can be made at any time. Commissioning opportunities for respite services are expected to be marketed later this year via the usual manner on Public Contract Scotland. For more information contact commissioning@moray.gov.uk		traditionally seen as Day Services but may choose other types of day support that provides greater flexibility and more bespoke support. Micro-enterprises like Shared Lives Moray Adult Placement Service is a way that this is currently addressed and expansion is needed to increase choice. For more information contact the Shared Lives Officer diane.mcleary@moray.gov.uk	
Day Services will be reviewed in line with delivery via SDS. Innovation and creativity will be welcomed in relation to day support that provides meaningful opportunities for training and employability and simulated employment for all service user groups of working age. Opportunities will be marketed in the usual manner via Public Contract Scotland. For more information contact commissioning@moray.gov.uk	16	As detailed above there will be opportunities for the Market to get involved in this. firstly for services that individuals may wish to purchase as part of SDS package: Offering a service that sources, vets and trains Personal Assistants. Offering back office services to support people recruiting Personal Assistants to assist with recruitment, payroll, administration.	18
Current commissioned home care support is under contract until the end of 2014-15. Re-commissioning activities are expected to begin in summer 2014. Opportunities will be marketed in the usual manner	18	Current Mental Health Support Services are still under contract but the Needs Assessment will create commissioning and SDS service opportunities. To find out more about opportunities	19

via Public Contract Scotland. For more information contact commissioning@moray.gov.uk		in Mental Health Services contact john.campbell@moray.gov.uk . Any subsequent commissioning opportunities will be marketed in the usual manner via Public Contract Scotland. For more information contact commissioning@moray.gov.uk	
Service providers, businesses and organisations can all add to their current business model by supporting the development of a social enterprise. Give back to the community within which you operate, support the local economy further and support employability and community regeneration. Do you have underutilised space that could become a social enterprise project? To discuss this further or to find out about getting support to establish something contact the Strategy Development Officer (Social and Micro enterprise) carmen.gillies@moray.gov.uk	32	Businesses, organisations and groups that may become potential non-commissioned providers can work with The Moray Council to ensure that they have the appropriate level of risk assessment for their services. They may also wish to develop detailed standards for the services that they deliver. This will assist in marketing to individuals and form part of the quality assurance for the service. For more information contact commissioning@moray.gov.uk	25
Service users, carers and the community may already belong to groups operating informally yet potentially meeting a need within the local community. Is your	32	Service users, carers and the wider community have a key role to play in ensuring the quality of services and involvement in representative strategic groups and forums,	26

group ready to become a social enterprise? Do you have a good idea to meet a social or business gap that you can see in your local community? To discuss this further or to find out about getting support to establish something contact the Strategy Development Officer (Social and Micro enterprise) carmen.gillies@moray.gov.uk		in consultations and focus groups and responding to surveys are all ways that people can actively participate. For more information contact commissioning@moray.gov.uk	
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Next Steps

This document is just the beginning of a growing dialogue needed to develop and shape the future market of adult social care provision. As such it will be added to as the social care landscape continues to change and the demands of the market need to meet that change.

Discussion with partners in relation to these changing needs and demands regarding new ways of working, partnership opportunities, support needed or any other relevant issue is welcomed and invited. Please contact commissioning@moray.gov.uk