

# ANGUS HEALTH AND SOCIAL CARE PARTNERSHIP

## MARKET FACILITATION STATEMENT 2019-2022



## 1. INTRODUCTION

Our market facilitation statement represents the current position in the growing dialogue with service providers, service users, carers and other stakeholders who form part of Angus Health and Social Care Partnership (Angus HSCP). Our aim is to create opportunities to work together to shape the local health and social care environment to ensure that together we can progress the aims of the Angus HSCP Strategic Commissioning Plan 2019-2022 and be responsive to the changing needs and aspirations of the people of Angus. The Integration Joint Board of Angus Health and Social Care Partnership recognises that in order to achieve its goals, more strategic, collaborative relationships should be developed with providers in order to add value and improve the quality of care for supported people.

We want to do more to improve the planning and delivery of health and social care services through continued dialogue with providers, service users and carers, supporting this intention with better analysis and use of information about needs, costs, quality of services and their impact on people's lives.

We have already published information through our Joint Strategic Needs Assessment and through our performance reports. The Partnership has published a Strategic Commissioning Plan 2019-2022 which sets out the vision and priorities for service change and improvement in Angus. This market facilitation statement sets out how we expect to deliver our strategic intentions, working together with partner providers through our commissioning and procurement arrangements.

This statement is for all providers and potential providers of adult social care and support. It sets out how Angus HSCP is working with all partners in adult health and social care to find the best way to use the available resources. This includes:

**Providers of adult social care** can learn about the Angus HSCP's intentions as a commissioner of services, and our vision for how services can respond to the personalisation of adult social care and support.

**Voluntary and community organisations** can learn about future opportunities and what would enable them to build on their 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 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 micro/social enterprises.

## 2. OUR APPROACH TO STRATEGIC COMMISSIONING AND PROCUREMENT

We are committed to stimulating a diverse, active market where innovation and positive outcomes are encouraged and rewarded and where good practice is actively encouraged. We aim to develop systems and processes that support strategic commissioning and procurement in an effective way. A model adopted by the Scottish Government defines our approach (figure 1).

Figure 1 The Strategic Commissioning Cycle



Source Scottish Government 2010

### Key Principles of the strategic commissioning cycle

- Activities are grouped into four elements. All four elements of the cycle are sequential and equally important, however WHERE the process is entered depends on where the Partnership is in the process of developing a strategic commissioning plans. In Angus HSCP we are working across all four elements of this process having established the use of the process prior to the 2016-19 strategic plan.
- The commissioning and procurement cycles are linked; activities in one must inform the ongoing development of the other. The Angus HSCP's commissioning intentions are set by the Integration Joint Board and are detailed in the Strategic Commissioning Plan 2019-22. The procurement cycle and aspects of managing provider relationships and market/provider development are supported by Angus Council procurement staff. This forms part of the arrangements for supporting the delivery of integration agreed in the Angus Integration Scheme.
- The commissioning process must be equitable and transparent, and open to influence from all stakeholders via an on-going dialogue with people, communities and providers. The membership of the IJB, the strategic planning group, the senior leadership team and the locality improvement groups goes beyond the statutory health and social care services to involve all providers of health and social care services and our communities in the design, development, and improvement of services that support the people of Angus.

### 3. DEVELOPING A SENSE OF DIRECTION

Angus HSCP wants to stimulate a diverse market for care offering people a real choice of provision. This requires Angus HSCP to understand the needs of the population and how it can best influence, help and support the local care market to achieve better outcomes and value. This market facilitation

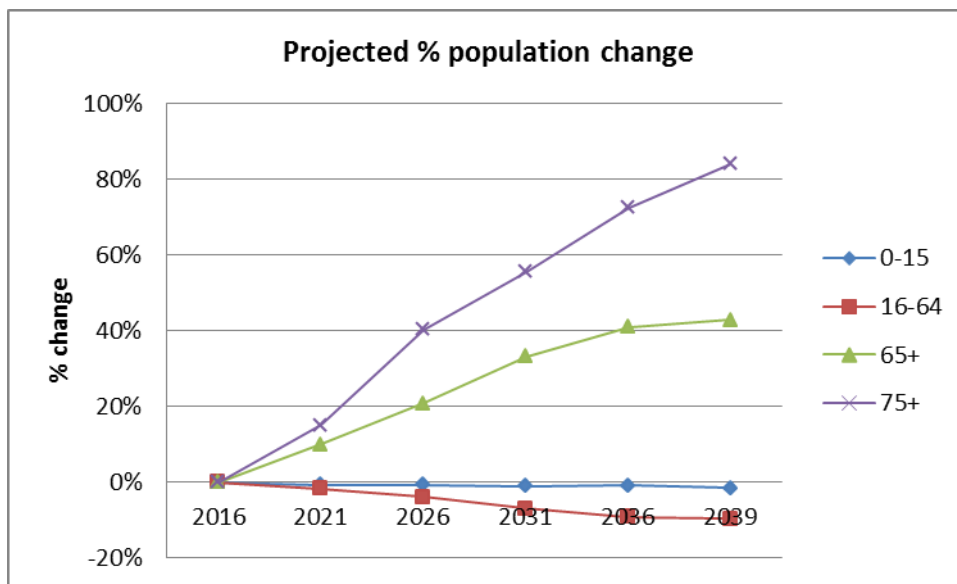
statement is an important part of that process. Through it we expect to continue to stimulate dialogue and partnership with care providers in Angus.

### **Our population is changing.**

Angus faces a static population which has a growing proportion of older people and people with long term conditions. More children with complex needs are living well into adulthood. The life expectancy of people with learning disability is reaching parity with the population as a whole.

Demand for care and support is increasing while the working population is decreasing. The Joint Strategic Needs Assessment provides detail on the impact of demographic change.

### **Projected percentage population change in Angus between 2016 and 2039**



Source NRS, 2017

### **Pressures on Spending:**

The public sector as a whole had to work in an environment of significant financial constraint; the Angus HSCP is directly affected by this. Such pressures create a gap between demand and the resources available to meet that demand. The Angus HSCP Strategic Commissioning Plan 2019-2022 provides information on the resources available to the Angus HSCP.

### **The need to change our services is driven by:**

- An ageing population with increased care needs – 1 in 4 adults are over age 65
- More people need support in our communities, including carers
- More people have long term conditions, many with increasing complexity and multiple conditions
- Our available resources are not currently being utilised in the most effective way and we face significant financial challenges
- The workforce in health and social care is aging
- There are buildings in current use that are not fit for purpose

- We have more hospital beds than we need and our workforce is therefore not deployed to best effect.

**This means that:**

- There is an increasing demand for health and social care services
- Services are required to meet more complex needs
- Our available resources will not be able to support all of our predicted commitments without change
- There are potentially preventable admissions to hospital
- There are additional demands and stresses on the workforce
- We have resources tied up in in-patient facilities that are no longer required.

**If we do nothing this will lead to:**

- People not being cared for in their own home when they could be
- There will be delays in accessing appropriate care and support
- Less efficient use of available resources
- An inability to provide all the support that is required
- Services which are not prioritised according to need
- An additional burden on unpaid carers.

## Current market assessment

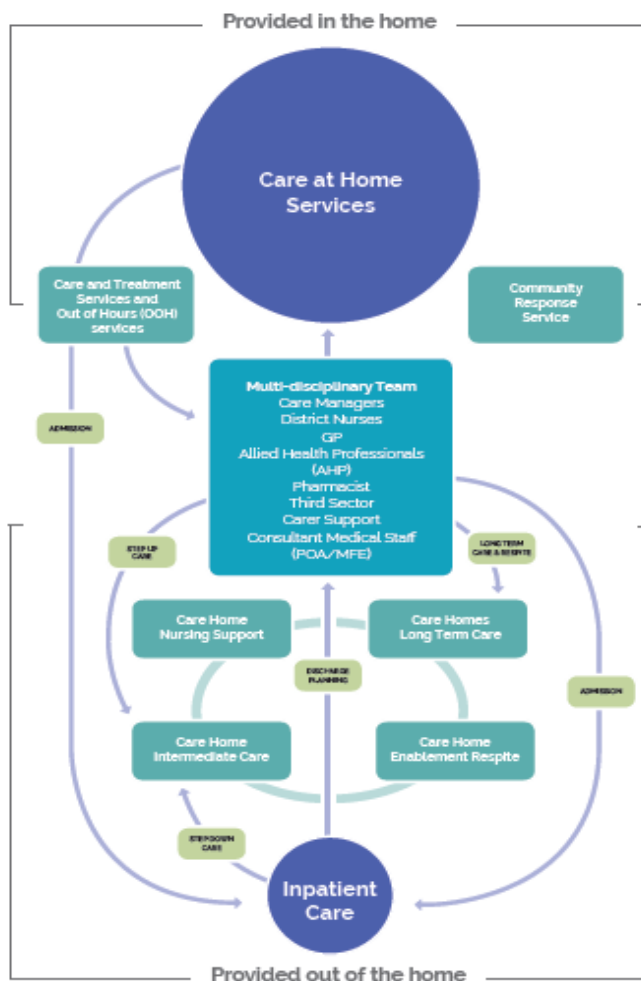
We believe that we have strong market in Angus and this will continue to develop in a shared direction as we continue to improve our partnership working. We have undertaken an assessment of the current market structure based on the intentions of our Strategic Commissioning Plan 2019-22

Strengths	Weaknesses
<p>Diversity of suppliers for care at home developed through the care at home framework</p> <p>Relationships and Partnership working</p> <p>The geographical spread of care home provision</p> <p>The excellence of care home provision on the borders with other authorities</p>	<p>Recruitment and retention cross all partners</p> <p>Availability of 24 hour services which support dementia care</p> <p>A lack of focus on prevention, promoting independence and enablement</p> <p>Care homes draw in people from outwith Angus</p> <p>Procurement capacity</p> <p>Lack of strategic thinking around contract monitoring</p>
Opportunities	Threats
<p>Extending the fair cost of care approach</p> <p>Partnership working</p> <p>A real start for contract monitoring</p> <p>Greater use of technology</p> <p>EU withdrawal</p> <p>Communities that actively care</p>	<p>Aging population</p> <p>Increasing demand</p> <p>Cost of services</p> <p>EU withdrawal</p> <p>Lack of available workforce</p>

## 2. DELIVERING THE ANGUS CARE MODEL

# ANGUS CARE MODEL

The Angus Care Model built on a foundation of an Angus that actively cares



The Angus Care Model shows how we will shift the balance of care to support more people in our communities and support people to greater independence for longer. Angus HSCP wants to continue to grow the Angus care model. This means that we must take every opportunity to better integrate services at all levels of our partnership. We must think and do things differently to support people more effectively in their own homes.

As we progress with change, our focus must be to address these challenges and to deliver the improvements in care which will:

- **Rebalance care, maximising support for people in their own homes.**
- **Reconfigure access to services delivering a workable geographic model of care outside the home.**
- **Realise a sustainable workforce delivering the right care in the right place.**
- **Respond to early warning signs and risks in the delivery of care.**
- **Resource care efficiently, making the best use of the resources available to us.**
- **Release the potential of technology.**

These 6Rs will ensure that we are able to match resources to our transformational and improvement activity and monitor progress through the mid-year and annual performance reports.

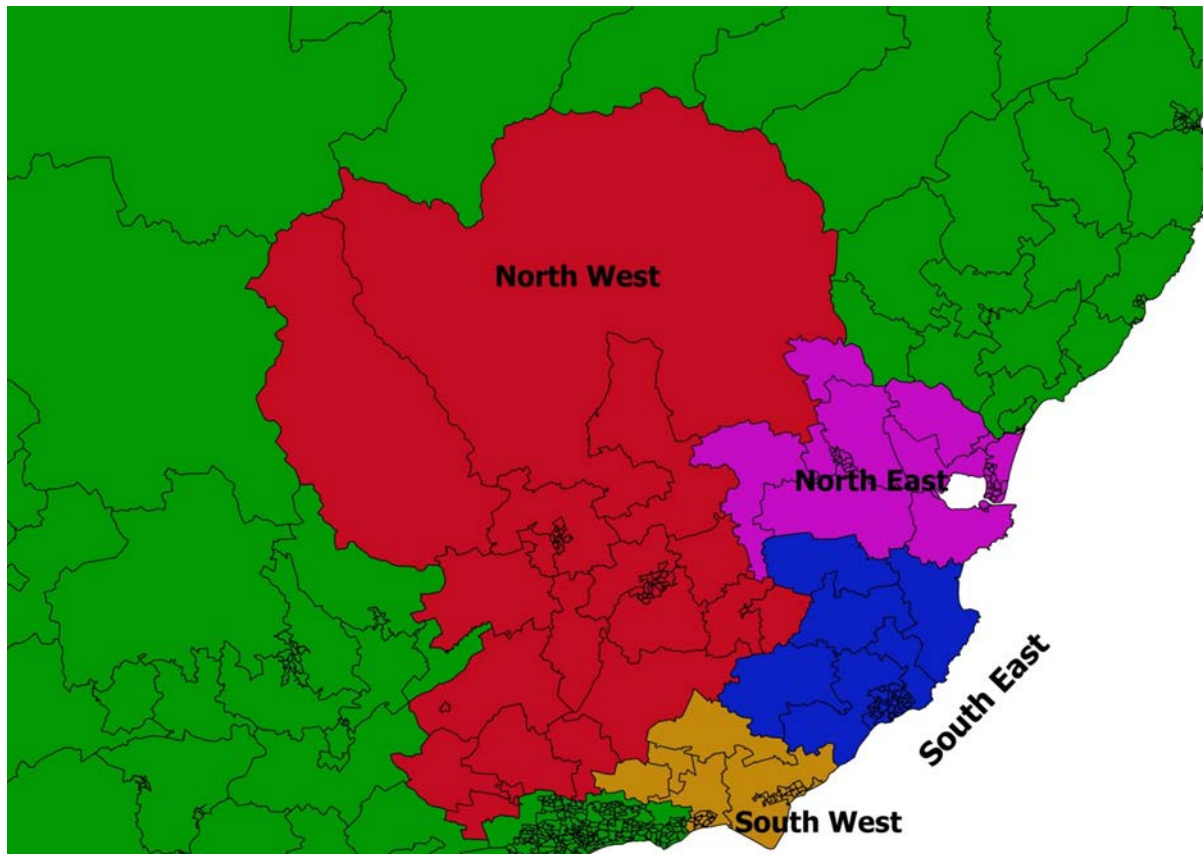
Project improvement plans which support the operational delivery of our Strategic Commissioning Plan are brought together into a delivery plan to evidence progress and reported on through the annual performance report

### 3. ANGUS HEALTH AND SOCIAL CARE LOCALITIES

It is the intention of Angus HSCP to develop support arrangements within a locality model in line with the requirements of the Public Bodies (Joint Working) (Scotland) Act 2014. Angus occupies an area of 2,182 square kilometres in the east of Scotland with a population of over 116,000 meaning that there are 53 people per square kilometre across the entire area. The population live in a network of interrelated communities including seven towns, a large number of villages and smaller settlements set in a varied and diverse countryside – over 25% of people in Angus live in rural areas. Angus HSCP operates a model which includes four localities.

#### The Four Localities

The Public Bodies (Joint Working) (Scotland) Act 2014 stipulates that, to ensure that community stakeholders have greater control over the planning and provision of integrated health and social care services, each partnership area should be divided into at least two localities. To this end, Angus Local Authority Area has been divided into four localities: “North West”, “North East”, “South East” and “South West”.





#### North West

The North West is the largest locality in Angus at 1,611 square kilometres which covers 74% of the entire Angus area. It is a predominantly rural area consisting of Forfar, Kirriemuir, Sidlaws, Birkhill and Muirhead. The North West also has the biggest population out of the 4 localities. As at 2013, there were 36,664 individuals living in the North West meaning it is the least densely populated area in Angus with only 23 people per square kilometre.

#### North East

The North East locality covers an area of 254 square kilometres and consists of the distinct areas of Montrose, Brechin and Edzell. As at 2013 it had a population of 25,745 meaning the population density is 101 people per square kilometre.

#### South East

The South East locality covers an area of 209 square kilometres and consists of the distinct areas of Arbroath and Friockheim. As at 2013 it had a population of 29,437 meaning the population density is 141 people per square kilometre.

#### South West

The South West is the smallest locality in Angus measuring 108 square kilometres and consists of the distinct areas of Monifieth and Carnoustie. As at 2013 it had a population of 24,394 meaning it is the most densely populated locality in Angus with 226 people per square kilometre.

Each locality has a Locality Improvement Group where stakeholders in that locality can come together to identify opportunities for improvement in the way we work together across our partnership; to consider the needs of the population and identify opportunity to address those needs differently in ways that can improve outcomes and to contribute to the development and delivery of the Partnership's Strategic Plan.

Localities are broadly similar to GP clusters, this has allowed us to build a model of multi-disciplinary support around GP practice. As we progress procurement opportunities these will be focused around locality based provision.

Information on the needs of each of our localities can be found in the Joint Strategic Needs Assessment. This can be found at [www.angushscpscot](http://www.angushscpscot)

## 4. KEY MARKET MESSAGES

Angus HSCP needs to work alongside all third and independent support and care providers to continue to build the Angus Care Model, to shape services in our localities through procurement activity and to grow support in our communities to deliver on an Angus that actively cares. Through our service reviews, current market assessment and conversations with providers and the wider public we have identified a series of messages that we need to address through market shaping that will support the delivery of our Strategic Commissioning Plan 2019-22.

### Key Messages for providers:

- A continuing increase in demand for care and support is expected but this will not be matched by an increase in the available resources.
- Demand for accessible information and in digital formats is expected to grow to support people in taking choice and control over how their needs are met. There will continue to be a demand for accessible information in more traditional formats for some time.
- 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 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 for those with long term conditions, so there will need to be an increase in self-care initiatives to support long term health and wellbeing in older people.
- There is a need to grow supports that provide early intervention, prevention and enablement to support the move away from long term dependency on care provision.
- 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.
- People entering care homes are older and frailer than previously, with dementia and require support that addresses palliative and end of life care needs.
- Recruitment issues are affecting nursing support in our nursing homes and the ability to recruit senior care staff.
- The Angus HSCP's direct social care provision will emphasise shorter term intensive social care packages focused on enablement and returning home.
- The demand for personal care at home has grown, we must address this through improving approaches to prevention and promoting independence.
- 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.
- There is a national expectation that support to unpaid carers needs to be increased. New legislation comes into place in April 2018 in relation to provisions for carers. This may increase the quantity of support for carers that may be required in Angus
- AHSCP sees greater opportunity for the third sector in supporting independence in our communities and being at the forefront of enabling the development of communities that actively care.
- The development of a strategic approach to delivering specialist services in learning disability, mental health and dementia in homely settings in Angus will be developed

#### **4. OUR CALL FOR SUPPORT IN CHANGE AND IMPROVEMENT**

Shifting our thinking from pathway to journey that take different directions and from fixed processes to a focus on desired outcomes will begin to focus our thinking on improvement. We need to ensure that the care pathway is not always seen as a deteriorating journey but one that continues to seek enablement and wellness. If people are to live well at home each part of the journey needs to be perceived as an opportunity for people to flourish. This means that support and services need to be thoughtful, creative, *life* oriented. To deliver this improvement focus Angus HSCP needs support from all partners in the provision of care and support to deliver:

##### **Personalisation and self-directed support**

Angus HSCP is committed to the development of support and services that are person-centred and outcome focused. The idea of 'not about me without me' is central to the development of improvement and in the delivery of support and services in our communities. We want to work with providers who can demonstrate personalisation in the way that services are delivered and can support us in the delivery of self-directed support.

##### **Equity of access to support**

An analysis of providers operating bases and coverage shows a larger number of services operating around the towns and fewer operating within our rural areas. We want to work with providers to

ensure that rural communities have the same level of choice as our urban communities. The Help to Live at Home programme has focused on widening the provider base of personal care and housing support in Angus, increasing levels of choice for supported people. In 2018 Angus HSCP developed and delivered framework for housing support and personal care to support delivery of self-directed support option 3. This has focused on locality delivery and has delivered a fair cost of care that addresses the issues faced by providers in delivering equitable levels of care in Angus rural and remote areas. Angus HSCP wants all providers to ensure that services are available throughout the whole of Angus supporting not just our towns but our rural and remote communities.

### **Service quality**

Angus HSCP want to work with providers who provide care to the highest standard. We expect regulated providers to achieve a minimum of grade 3 across all areas of inspection. As part of quality improvement we aim to support local training for providers and organisational support in collaboration with Scottish Care. Training support so far has ranged from adult protection, managing swallowing difficulties to managing medication. We expect this support to continue, perhaps using different platforms so that access can be widened.

### **Enabling services**

Enablement is sometimes called re-ablement or re-enablement. Enablement gives adults the opportunity and confidence to relearn and regain some of the skills they may have lost because of:

- poor health
- recent disability
- a spell in hospital
- to prevent an admission to hospital

Angus Health and Social Care Partnership will be delivering these services through its Enablement Response Teams. This service also incorporates community alarm services.

We want all providers to consider how they support people to be as independent as possible, how enablement approaches can be built into every type of support. Angus HSCP will support these approaches through the further development of Independent Living Angus, a website that is focused on enablement This can provide access and advice on occupational therapy equipment and can help identify self-management approaches to improving independence by understanding where supported people are on the 'life curve'. It is a useful tool that that is available through an app available on the android and apple stores. It can be used by providers to promote wellbeing and continued independence. We recognise that overtime our requirement to work with an enablement approach needs to be built into all contract and grant arrangements

### **Isolation and loneliness**

People have told us that they want to stay at home and maintain their independence for as long as possible, that they don't want to go to hospital or into a care home unless absolutely necessary. We have made some progress with his approach. The risk however is that people are affected by greater isolation and loneliness. We want to work with providers who are alert to these issues, whose staff consider this and identify opportunities for people to get involved in their communities. Understanding the supports available in communities, particularly those available in the third sector mean that we can all work together to deliver communities that actively care. Signposting people or referring people to third sector support to address loneliness could be part of a shared approach.

### **Adult Protection**

We expect providers to have a robust approach to managing adult protection matters and ensure that staff undergo appropriate training. This is an expectation in our contracts and providers will be expected to confirm compliance with this in annual performance reporting.

### **Supporting families and Carers**

Carers are central to the provision of care and support for many individuals. We want to work with providers that can help identify carers, who will refer them to appropriate support in our communities and who will empower carers to manage their caring role. It is essential that providers fully engage carers in planning and shaping support for the cared for person and that their role as equal partners in care is recognised.

### **Embracing technology**

Achieving improvements in productivity will be essential to deliver services fit for the future. This includes using a range of technology developments aimed specifically at people who use services and at providers such as:

- Independent Living Angus. which supports self-assessment in relation to occupational therapy equipment;
- Florence, a text messaging systems that supports self-management and compliance with treatment plan;
- an increasing range of equipment that is accessible through community alarm to support people to continue to live independently in their own home;
- digital process improvement that supports providers, for example the implementation of CM2000 to improve invoicing and payment systems;
- digital channels to widen involvement and engagement of all stakeholders will also be an increasing feature of day to day business.

We want to work with providers who will also embrace technology as a means of process improvement and improving outcomes for supported people.

### **Recruitment and retention**

Recruitment and retention of staff by providers is one reason why the demand for personal care support in people's homes in Angus is not being always met. Feedback from other health and social care partnerships suggests this is a nationwide problem. We will work in partnership with providers to develop a single workforce plan for health and social care in Angus to address recruitment issues across services in Angus. We will explore new models of nursing support for the care home sector that will ensure that people can access the right type of nursing support regardless of which home they live in, focusing day to day delivery in care homes on social care led models.

### **Best Value**

We want to work with providers who offer best value in all types of contractual arrangements. We will establish monitoring arrangements with providers to ensure that services operate efficiently and effectively meeting the agreed outcomes of individuals and communities.

We are committed to agreeing care home fees through the National Care Home Contract

Our approach for care at home has been to develop the fair cost of care in partnership with providers. This ensures that providers of personal care can offer at least the Scottish Living wage for the care sector. This has created a shift away from the system whereby providers on our framework have submitted their own all-inclusive process for different qualities and types of service to one which responds to the different costs of provide in care in our towns and in our rural and remote areas.

### **Sustainability**

We want to work with providers who can provide services that are sustainable. This means having organisational plans and financial plans in place. We want to work with organisations that are alert to the risks for people in our communities should an organisation no longer be able to provide services and have plans in place as to how these risks can be managed.

### **Partnership working and integration**

We want to work with organisations that understand the benefits of working in partnership not just with Angus HSCP but with other providers in our area. Benefits include improving outcomes for individuals and also improving best value and sustainability in the organisation itself. Partnership working can include shared approaches to recruitment, workforce development and management arrangements for example.

## **5 CONTRACTUAL ARRANGEMENTS**

Angus HSCP is a commissioner of services. Procurement is undertaken by either Angus Council or NHS Tayside under the direction of the Partnership. The value of the current procurement plan (appendix 1) is in excess of £40m. It is envisaged that the plan and its associated value will grow due to potential new opportunities, annual increases allowed for in many contracts and new national rates agreed in relation to other contracts.

A number of different types of agreements exist within the procurement plan, these include:

**Framework Agreement** - an agreement between one or more public bodies and one or more service providers which sets out the terms and conditions under which specific contracts can be entered into throughout the term of the agreement. The National Care Home Contract (NCHC) is a Framework Agreement used by Local Authorities to purchase places in Care Homes in Scotland. The rates paid for these services are negotiated annually between the Local Authorities and Care Home providers.

**Collaborative Agreement** – an agreement established nationally (usually by Scotland Excel) with key stakeholders for use by local authorities.

**Grant Agreements** are payments made by the Partnership to Third Sector Organisations to support their activities. Grant recipients will be required to publicise funding from Angus HSCP.

**Term Contracts** are delivered following a full procurement process and very occasionally as a direct award where appropriate exemptions exist.

**Strategic Partnership** is a new form of agreement that we will develop. This will apply to areas of significant benefit in the delivery of the Angus HSCP Strategic Commissioning Plan. These are likely to take the form of a grant or term contract for the period of the strategic commissioning plan.

Angus Council works with the Tayside procurement consortium and with Scotland Excel to consider opportunities for shared services agreements and national models that will deliver better value.

Commissioners in the Partnership are responsible for the development of specifications with support from contract officers. We aim to work with stakeholders on the development of specifications through Locality Improvement Groups, and the Third and Independent sector forums operating in Angus. Contract monitoring arrangements are undertaken by contract officers. Monitoring arrangements will involve operational staff from the Partnership.

## **6 POTENTIAL NEW OPPORTUNITIES**

New opportunities for partners and potential partners in the delivery of care and support in Angus may arise from the following strategic work streams:

### **Improving Wellbeing and Independence:**

- supporting the development of an Angus that actively cares
- work that supports the delivery of health improvement and preventative approaches in communities.
- Level 1 mental wellbeing support in GP practices

### **The Angus Care Model:**

- An expansion of Independent Intermediate Care;
- Work with carers and new respite developments following the implementation of the Carers (Scotland) Act 2016;
- A nursing support model to support people living in care homes.

### **Learning Disability:**

- Residential respite
- Specialist supported accommodation

**All new opportunities will be advertised on the Public Portal. It is important that all providers and potential providers are registered.** These potential new opportunities will only become included in the procurement plan when a fully developed improvement plan including identification of contract type and procurement route is in place.

In addition a grants programme to deliver prevention and community support will be delivered through a Third sector development fund run in conjunction with an Angus Third Sector Collaborative.

## **7 MORE INFORMATION**

More information on the work of Angus HSCP, the Strategic Commissioning Plan 2019-22 and other related documents can be found at [www.angushscp.scot](http://www.angushscp.scot)

6 PROCUREMENT PLAN

SERVICE DESCRIPTION	CONTRACT NAME	CONTRACT END DATE	AGREEMENT TYPE	PROCUREMENT ROUTE	SERVICE USERS
Scotland Excel Call off Contract for the provision of Community Meals	Apetito Ltd National Contract / Local Monitoring	01/04/13	Collaborative framework	Tender	Older People
Provision of personal care, housing support and home-based respite services under SDS Option 3	Personal Care / Housing Support Framework for SDS Option 3	31/03/22	Framework Agreement	Tender	All SDS services i.e. all adults + children with long term needs
Maintenance and repair service for stairlifts in Angus	Cordia - Scotland Excel - Stairlifts ONLY	28/09/19	Framework Agreement	Direct Award	Equipment - No specific SU
Adaptations Delivery for physically impaired persons: (1) major adaptations for private sector households (2) major repairs for private households (3) minor adaptations for all tenures (4) telecare equipment for all tenures and a home safety service	Supply & Installation of Home Adaptations; Support Services for Disabled Persons	31/10/23	Framework Agreement	Tender	Disabled Persons, Older People
Spec 1 - To provide a generic carers service for All Carers Spec 2 - Young Carers 8-18 To provide support, Spec 3 - Carers Affected by Alc/Drug Misuse who provide care to a family member with terminal illness, LD, mental illness, or dependent on drugs/alcohol.	Angus Carer's Centre	31/03/19	Grant Agreement	Direct Award	Children and Adults
Support for people with profound and multiple disabilities and their families	Profound and Multiple Impairment Service	01/04/05	Grant Agreement	Direct Award	LD
Garden project providing trainee placements for adults with Learning disabilities	Hope Garden	01/04/13	Grant Agreement	Direct Award	LD
Support for people and their families with Huntington's Disease.	Care and Support for People affected by Huntington's Disease	01/04/11	Grant Agreement	Direct Award	Children and Adults
Advocacy for frail older people; those affected by the Mental Health (Care and Treatment) Scotland Act 2003; people with dementia, mental illness, learning disabilities and acquired brain injury.	Independent Advocacy	30/03/20	Grant Agreement	Direct Award	Frail Older People, Dementia, MH, LD and ABI

SERVICE DESCRIPTION	CONTRACT NAME	CONTRACT END DATE	AGREEMENT TYPE	PROCUREMENT ROUTE	SERVICE USERS
<b>Specification in progress</b> Time limited, capacity building grant to develop Angus Voice as an organisation in order for them to build a sustainable 'voice for mental health service users in Angus'.	Service User Involvement with Angus Voice - NEW	31/03/21	Grant Agreement	Direct Award	Adults - MH
Advice, guidance and support service for carers caring for someone with mental illness.	Angus Carers Support Project	29/03/20	Grant Agreement	Direct Award	Carers of Adults - MH
Spec 1. Recruit and train volunteers for opportunities within SW&H. Spec 2. Enhance and support work in the third sector	Voluntary Action Angus	31/03/19	Grant Agreement	Direct Award	All
To provide a drop in centre in Arbroath for people affected with drugs	Havilah	31/03/19	Grant Agreement	Direct Award	Children and Adults
Counselling, advice and information on alcohol	Tayside Council on Alcohol	31/03/18	Grant Agreement	Direct Award	Children and Adults
Support service for victims of crime	Victim Support	31/03/19	Grant Agreement	Direct Award	Victims of crime and their friends/families
Helps people with dementia, their carers and families	Action on Dementia	31/03/19	Grant Agreement	Direct Award	Dementia
Helps people understand the nature and effect of each of the options for self-directed support and supports them to manage direct payments.	Independent Advice on Direct Payments (SDS)	31/03/19	Grant Agreement	Direct Award	Adults
Intensive assessment, interventions and care service to Young People 14-25 who have problems as a result of substance misuse. Education, advice and support to YP 18-25 who are at risk in relation to sexual health.	Streets Ahead	31/03/19	Grant Agreement	Direct Award	Adults (and Children)
	Accommodation for Women affected by Domestic Violence		Grant Agreement	Direct Award	Adults
Day care for older people	Day Care		Term contract	Direct Award	Older People
Residential and nursing respite and permanent care under national care home contract, cross border placements, route 2 contracts, other ad hoc arrangements	Care Homes x 26 (+ others outwith area, including England)		National Contract Rate/other	Negotiated / Exemption	Older People. Learning Disability, Physical Disability,



SERVICE DESCRIPTION	CONTRACT NAME	CONTRACT END DATE	AGREEMENT TYPE	PROCUREMENT ROUTE	SERVICE USERS
					ADBBV
AC staff to provide support for students with learning disabilities at College - alongside college support workers	College Support	30/05/24	Other	Direct Award	Adults
To independently chair and lead the work of the Angus Adult Protection Committee	Chairperson of the Angus Adult Protection Committee	31/12/21	Term Contract	Direct Award	Adults at risk of harm.
Provide 1) a specialist communication, support and equipment service, including advocacy to people you are Deaf and who may also require a Guide Communicator Service. 2) Provision of a Specialist Rehabilitation related service for people with a visual impairment	Visual Impairment Service & Deaf services	30/09/21	Term Contract	Tender	Adults
Provision of service user involvement within the integrated adult mental health service	Mental Health - Service User Involvement - ENDING	31/03/19	Term Contract	Tender	Adults - MH
Provision of support services for adults with mental health problems	Support for Adults with Mental Health Problems - ENDING	30/03/19	Term Contract	Tender	Adults - MH
Provision of support services for adults with mental health problems	Support for Adult (16+) Mental Health and Wellbeing - NEW	31/03/24	Term Contract	Tender	Adults - MH
Mental health peer workers located in GP practices offering advice, guidance and timely and time-limited support to the adult population. 3 GP surgeries initially (Carnoustie Medical Centre, Monifieth Medical Practice and Arbroath Medical Centre) . Follows on from 1 year test of change grant to Penumbra.	Mental Health Support in General Practice (GP) Surgeries - NEW	31/03/21	Term Contract	Negotiated / Exemption	Adults - MH
Provision of a community support network service supporting people bereaved by suicide.	SUPPORT SERVICE FOR ADULTS OF ANGUS (16 plus) who require an Angus Adult Bereaved by Suicide Service.	07/01/20	Term Contract	Quick Quote	Adults
Adults in Angus who experience thoughts of suicide, attempted suicide, and for any family member, carer or friends of adults who may have attempted or have thoughts of suicide.	Angus Adult Community Suicide Support Service (AACSSS)	07/01/20	Term Contract	Quick Quote	Adults
Provision of independent intermediate care for older people at Cairnie Lodge	Independent Intermediate Care for Older People	31/01/12	Term Contract	Direct Award	Older People

SERVICE DESCRIPTION	CONTRACT NAME	CONTRACT END DATE	AGREEMENT TYPE	PROCUREMENT ROUTE	SERVICE USERS
Provision of independent intermediate care for older people at Fordmill Care Home, Montrose	Independent Intermediate Care for Older People - North East Angus	23/03/19	Term Contract	Mini Comp	Older People
Maintenance and Repair service for OT equipment in Angus Council Care homes	Arjo - Maintenance and repair of Angus Council Hoists/Chairs/Slings etc.	31/08/20	Term Contract	Direct Award	Equipment - No specific SU
Provision of specialist nursing care for people with a learning disability and healthcare needs at Cairnie Lodge	Specialist Nursing Care for Learning Disability	24/09/18	Term Contract	Direct Award	LD
Links to SDS and care....	Care Management 2000 Ltd	01/04/19	Term Contract	Direct Award	Adults
Provision of accommodation based care and support services for adults with learning disabilities.	Supported Accommodation (LD) - Burnside Drive Arbroath	31/05/18	Term Contract	Direct Award	LD
Provision of accommodation based care and support services for adults with learning disabilities.	Supported Accommodation (LD)) Windmill Brae Forfar	18/06/18	Term Contract	Direct Award	LD
Provision of accommodation based care and support services for adults with learning disabilities.	Supported Accommodation (LD) Broomfield Montrose	31/05/18	Term Contract	Direct Award	LD
Provision of accommodation based care and support services for adults with learning disabilities.	Supported Accommodation (LD) Lilywynd Forfar	31/05/18	Term Contract	Direct Award	LD
Provision of accommodation based care and support services for adults with learning disabilities.	Supported Accommodation (LD) Doocot Park Arbroath	31/05/18	Term Contract	Direct Award	LD
Provision of accommodation based care and support services for adult	Supported Accommodation (LD) Lousen Park	31/05/18	Term Contract	Direct Award	LD
Provision of accommodation based care and support services for adults with learning disabilities.	Supported Accommodation (LD) River Street	31/05/18	Term Contract	Direct Award	LD
Provision of accommodation based care and support services for adults with learning disabilities.	Supported Accommodation (LD) River View	31/05/18	Term Contract	Direct Award	LD
Provision of accommodation based care and support services for adults with learning disabilities.	Supported Accommodation (LD) Silverway	31/05/18	Term Contract	Direct Award	LD
Provision of accommodation based care and support services for adults with learning disabilities.	Supported Accommodation (LD) Broomfield	31/05/18	Term Contract	Direct Award	LD
Provision of respite care for Adults with LD	Respite Care (Learning Disabilities)	31/07/19	Term Contract	Direct Award	LD

## Market Facilitation -A strategic approach to market development

We believe that we can facilitate a strategic approach to the market by:

- ✓ Actively sharing with current and potential providers the intelligence we have on population trends, the current demand for and costs of care; We will do this through our Joint Strategic Needs Assessment and our Strategic Plan.
- ✓ Being clear with providers about how we will intervene in the market, through the investments we make and the encouragement and advice we give to achieve a balance in the supply and demand for services; We will deliver this through a market facilitation plan.
- ✓ Explaining why we have to disinvest in some areas and increase spending in others, giving those organisations who wish to grow and adapt to new circumstances time to do so. We will do this through our Strategic Plan

We aim to achieve this through market facilitation.

### Market Facilitation



### Market Intelligence

In this model, market intelligence means a comprehensive understanding of the evidence base for (future) supply and demand locally, and it is the foundation of the Council's new market facilitation role. We need always to be building and improving market intelligence available to:

- ✓ the department (to facilitate the market),
- ✓ providers (so that they can develop the services and support people want and need), and most importantly to the people of Angus (so that they can make choices and take control of the support they receive).

### Market Structuring and Intervention

We must now change behaviour, moving away from the core activities of commissioning and contracting to use a broader range of 'intervention' and 'structuring' activities. Essentially, this means we need to work with a broader range of providers in a range of different ways. We will continue to work with residential, nursing, home and day care providers, but also working more closely with a range of other organisations and providers in the private and voluntary sectors, including housing providers to ensure we can improve people's well being

Working with providers to support the delivery of our vision locally can only be achieved through practical structuring and intervention activity.

**Market Structuring** - The steps commissioners take to structure the required market locally:

- ✓ clear communication of our direction in travel; setting the scene of what models of provision we will commission in the future and what we want
- ✓ Proactive engagement with providers to communicate the new model we want locally and to foster co-production
- ✓ Provide practical support to the market place to assist them in delivering this new model of working; better communication, dissemination of information and reviewing our internal processes and procedures to facilitate more effective partnership working with the market.

**Market intervention** – The activities commissioners undertake in conjunction with the marketplace in order to intervene in the market to deliver change that has not already been delivered through structuring:

- ✓ Commission and procure the services required to realise our vision of new preferred models of provision locally.
- ✓ Decommission services that do not support our vision of our preferred models of provision locally. Work directly with individual providers and developers to remodel current provision and to develop new provision locally based on the preferred models.