

# **Market Position Statement Engagement plan June 2015**

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## 1. Context

### 1.1 Approach to engagement with the market

The Council aims to make effective commissioning decisions and deliver services that reflect the needs and aspirations of the local community, by engaging with the local providers to understand the needs, views and expectations of local residents. However, good engagement is not only about providing insight, but also about empowering individuals and communities to play their full role in society through participating in decision making and shaping service delivery.

The importance of mature and constructive partnership working in the social care market to ensure sufficient capacity and diversity of services is critical in ensuring an innovative and flexible approach to delivery and the financial risk-sharing that entails. This new approach supports the need for the Council and its partners to take a more strategic approach to market development, rather than a more fragmented, 'piecemeal' approach.

Commissioners and providers need to build better arrangements for working together within the care and support market to deliver new models of provision, improve quality, increased choice and control for individuals and to deliver a much more responsive and efficient commissioning and delivery model.

In order to develop the Council's market facilitation role and inform all parts of the market about what is happening and what may be needed in the future, the Council needs to be a real resource for providers and residents (whether discussing local authority funded provision or not), offering information and intelligence about the whole market and its vision.

There is a need to identify the barriers to market entry and work with providers and/or other relevant stakeholders on how these might be overcome and also there is a need to ensure that procurement arrangements do not hinder the development of creative solutions.

Commissioners will engage with the market in a way that reflects this new approach of co-production and partnership working.

## 2. Objectives

### 2.1 What we need to achieve

The elements of the type of market that we wish to create are a:

- **Diverse market**, with services provided by a range of partner organisations, regardless of organisational form, with a mixture of both smaller and larger organisations.
- **Sustainable market**, with services commissioned on the basis of achieving value for money and promoting social value so that services are sustainable and capable of delivering the quality and outcomes required.

- **Quality market**, with services that are responsive to people needs and focused on delivering outcomes
- **Fair market**, with the provision of services from local suppliers who prevent abusive employment practices by championing the rights of staff, including offering the living wage and offering contracts to locally employed staff on a basis wanted by the workforce
- **Collaborative market**, with commissioners, providers, Service Users, carers and other relevant stakeholders actively working together
- **Transparent market**, where decisions are visible and open to fair challenge and with information on the market's performance and quality made accessible to local communities

### 3. Managing expectations

The social care market is affected by a period of uncertainty and instability as the impact of the financial austerity and of demographic change begins to have an effect. In order to change the current way of working and be more inclusive it is important that expectations are set clear for all stakeholders.

#### 3.1 Providers can expect the following from the Council and its partners;

- Commissioners are clear about the long term approach to the market, intended outcomes and what people want to from the services delivered
- Better understanding of the local markets and knowledge of current and future needs for care and support services as well as understanding the provider businesses
- Tenders and procurement processes are reviewed, the impact on local communities is evaluated and the improvements to help drive the market are explored.
- Facilitation of the market in order to offer continuously improving, high quality, appropriate and innovative services that are sustainable over time
- Ensure that achieving better outcomes is central to the Council and its partners' commissioning strategies and practices
- Facilitate choice over the way services are provided by commissioning a sufficient and diverse service provision
- Ensure availability of a wide range of flexible services to promote the principle of wellbeing
- Prioritise integration activity in areas where there is evidence that effective integration of services materially improves people's wellbeing

#### 3.2 What the Council and its partners expect from the marketplace and providers:

- Providers need to develop greater trust in commissioners and to be prepared to be more open about their funding and ownership sources
- Providers are willing to share their business model, service activity, investment plans, impact and cost information (within the bounds of reasonable confidentiality).
- Partnership working in order to help commissioners understand the business environment, challenges and risks

- Providers to develop and support a qualified and motivated workforce, able to meet the needs of people they support
- Effective communication and escalation mechanisms to minimise service disruption and risks of unexpected and failures

### **3.3 In partnership, the Council and providers will:**

- Facilitate and promote the views of service users/carers, whether commending services, or discussing why services are not being taken up or are not seen as helpful and respond better to user criticism and feedback.
- Support and empower people who can self-manage
- Ensure that good mechanisms are in place for providing information about local provision.
- Develop a market that has sufficient signals, intelligence and understanding to react effectively and meet demand

## **4. Types of engagement**

### **4.1 Engagement as part of the community involvement**

### **4.2 Ongoing engagement**

### **4.3 Engagement as part of the commissioning cycle for incoming procurement exercises**

#### **4.1 Engagement as part of the community involvement**

This type of engagement allows both the Council and provider market to take part in various events (e.g. awareness days), take stock of the community events that may disrupt services (e.g. races, big sport events) and also to celebrate provider and Council achievements (e.g. Awards).

Details about future community engagement dates can be found in Appendix 1 and 2.

#### **1. Ongoing engagement**

The Council maintains regular communication with the provider market via the Provider Forums. Currently, the following forums are hosted by the Council to facilitate provider engagement.

- Home Support Provider Forums
- Learning Disabilities Provider Forums
- Residential and Nursing Provider Forums

The purpose of these forums is to:

- Take the pulse of the market
- Clarify impending operational issues
- Share information about the statutory requirements
- Receive feedback from providers about Council's involvement in services and
- Shape the future commissioned services.

(Details about Provider forums can be found in Appendix 1 and 2).

#### **2. Engagement as part of the commissioning cycle for incoming procurement exercises**

Engagement takes different forms through the commissioning cycle. These are:

- Information Sharing
- Consultation/engagement
- Participation/ Co design

Details about the engagement as part of commissioning cycle are presented below.

Engagement Approach	Analyse	Plan	Do	Review
<b>Communication: Providing information</b>	<p>Via:</p> <ul style="list-style-type: none"> <li>Inclusive emails</li> <li>Presentations,</li> <li>Stakeholders events</li> <li>Published Reports or summaries of findings from research</li> <li>Needs analysis or national guidance</li> <li>Screening for Equalities Impact Assessment Local strategies and policy statements.</li> <li>These should be made available in accessible formats for Service Users/Carers, Providers and other stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Commissioning plans and strategies</li> <li>Full Equalities Impact Assessment made available in accessible formats.</li> <li>Presentations, stakeholder's events or use of other formats to inform service users, providers and other stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Information in accessible formats about the improvement plans for the commissioning plans should be accessible to service users/carers, providers and other stakeholders.</li> <li>Information about the issued contracts should also be made accessible for all.</li> </ul>	<ul style="list-style-type: none"> <li>Reviews of commissioned services, gaps and emerging needs to be made available to service users/carers, providers and other stakeholders.</li> </ul>
<b>Consultation: Getting feedback</b>	<ul style="list-style-type: none"> <li>Feedback from Service Users/Carers and providers via workshops or questionnaires, feedback from consultation events or stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Service User and Carers focus groups/ workshops to comment on commissioning proposals.</li> <li>Surveys to obtain feedback from</li> </ul>	<ul style="list-style-type: none"> <li>Service users, Providers and other stakeholders to test and agree feedback on proposals.</li> <li>Providers to feedback on the commissioning</li> </ul>	<ul style="list-style-type: none"> <li>Service users, Providers and other stakeholders to feedback their views on the effectiveness of ongoing monitoring and review of the process</li> </ul>

	<p>forums to identify needs</p> <ul style="list-style-type: none"> <li>• Needs surveys to gather information about the requirements and any relevant local needs analysis including stage one of the Equalities Impact Assessment.</li> <li>• Reviews of complaints and compliments via Quality assurance Team.</li> </ul>	<p>Service Users/Carers and potential Service Users on service design proposals and issues identified by the Equalities Impact Assessment.</p> <ul style="list-style-type: none"> <li>• Providers engaged via the Provider Reference Group meetings and Provider Forums</li> </ul>	<p>decision making process and effectiveness of service delivery outputs and outcomes. This could be done via Providers Reference Groups and workshops.</p>	<p>implemented.</p> <ul style="list-style-type: none"> <li>• The monitoring of complaints and compliments as well as any outcomes of contract management meetings could be including into the review.</li> </ul>
<b>Participation – co design services</b>	<ul style="list-style-type: none"> <li>• Details about the commissioning process to be made accessible to the Service Users/Carers, Providers and other relevant stakeholders via website/ other meetings/forums</li> <li>• Feedback to be included in specifications/Equality Needs Assessments.</li> </ul>	<ul style="list-style-type: none"> <li>• Service users/Carers, Providers and other relevant stakeholders' views to be fed into decision-making process about the awarding of contracts.</li> </ul>	<ul style="list-style-type: none"> <li>• Service users/Carers to be involved in tender evaluation processes and awarding contracts.</li> </ul>	<ul style="list-style-type: none"> <li>• Service users/Carers and representatives of the Providers and other relevant stakeholders to contribute to the discussions and decisions on the reviews of the commissioning process.</li> <li>• This could be achieved through methods like Mystery Shopping, self-assessment/ inspection.</li> </ul>

## **Conclusions**

The Care Act 2014 places new duties on local authorities to facilitate and shape their market for adult care and support as a whole, so that it meets the needs of all people in their area who need care and support, regardless of the way it is funded.

Richmond Council and its partners use various methods to facilitate market development and improve engagement. These methods will remain continually under review in terms of effectiveness and this engagement plan will be refreshed and updated as required.



# MPS Engagement Plan 2015/2016



Community Engagement



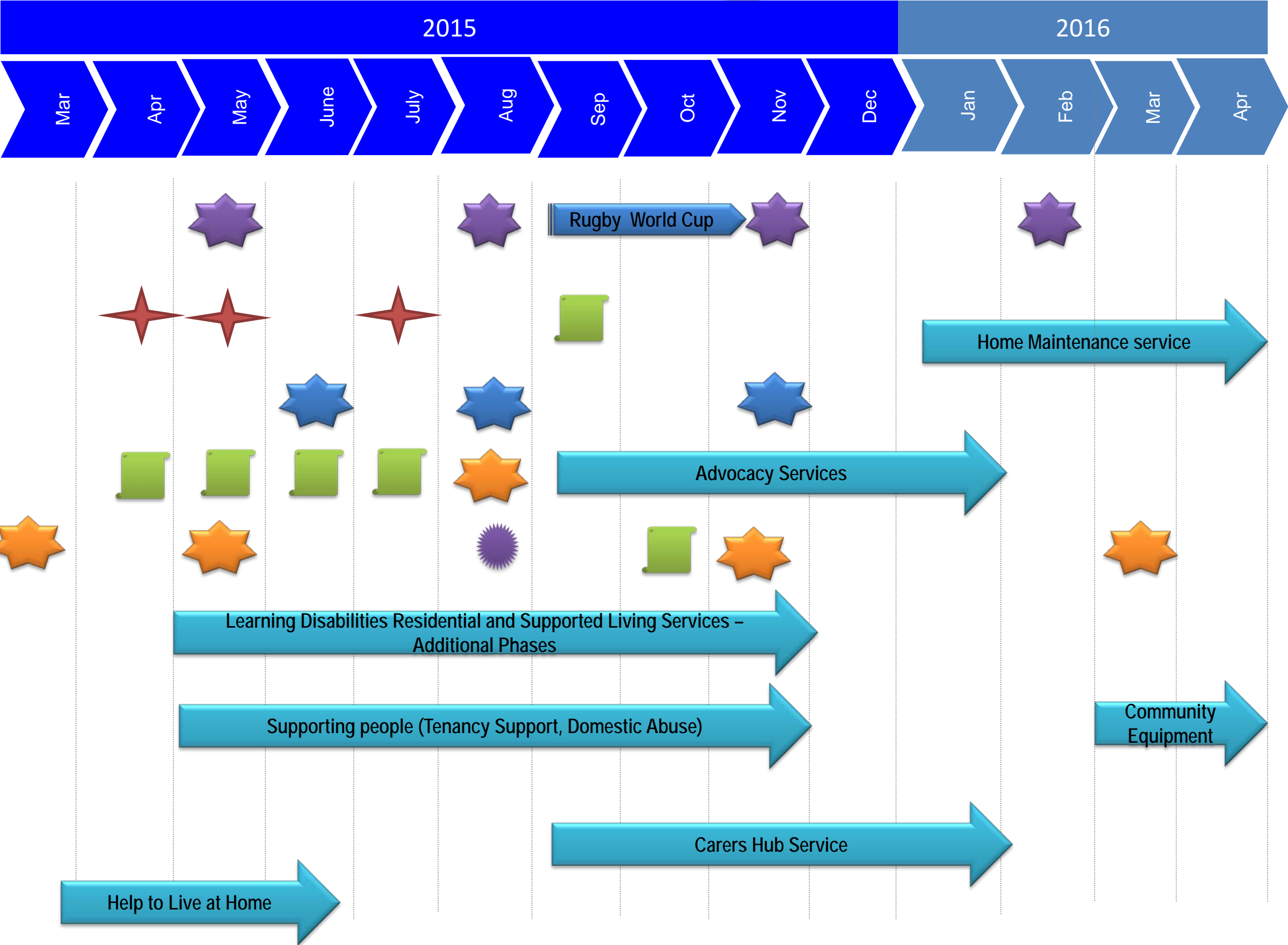
One off Community Engagement





















Engagement part of procurement



Ongoing Engagement



## Appendix 2 – Types of engagement

Event	Date	Engagement category	Symbol
Great British Care Awards	20 <sup>th</sup> April 2015	Community engagement	
Good Care Week	27 <sup>th</sup> April 2015	Community engagement	
National LD Awards	15 May 2015	Community engagement	
Dementia Awareness Week	18 – 24 May 2015	Community engagement	
Carers Week	8 -14 June 2015	Community engagement	
Elder Abuse Awareness Day	15 <sup>th</sup> June 2015	Community engagement	
National Homecare Open Day	20 <sup>th</sup> May 201 5	Community engagement	
Dignity in Care Awards	Tbc - July 2015	Community engagement	
Disability Awareness Day	12 <sup>th</sup> July 2015	Community engagement	
Disability Week	6 – 14 July 2015	Community engagement	
Prudential Ride London	1-2 August 2015	One Off Community engagement	
World Alzheimer`s Month	August 2015	Community engagement	
National Dementia Carers Day	September 2015	Community engagement	
International Day of Older People	October 2015	Community engagement	
World Rugby Cup	18 <sup>th</sup> September – 31 <sup>st</sup> October 2015	One off community engagement	
Home Support Provider Forums	17 <sup>th</sup> June 2015 12 <sup>th</sup> August 2015 4 <sup>th</sup> November 2015	Ongoing engagement	
Learning Disability Provider Forums	2 <sup>nd</sup> March 2015 20 <sup>th</sup> May 2015 27 <sup>th</sup> August 2015 26 <sup>th</sup> Nov 2015	Ongoing engagement	
Older People Residential and Nursing Forums	14 <sup>th</sup> May 2015 5 <sup>th</sup> August 2015 11 <sup>th</sup> Nov 2015	Ongoing engagement	
Engagement part of Commissioning cycle	2015 -2016	Part of incoming procurement exercises	