Market Shaping

best practice and new ideas
Care Act market shaping duties

- The Care Act places new duties on local authorities to facilitate and shape their market.
- Good progress has been made but research led by the LGA shows it remains a significant area of concern for some local authorities.
- DH has funded and worked in collaboration with local government and the sector to produce a range of guidance and support.
- We want to continue working together to embed market shaping and better commissioning to maintain and develop quality services for people to choose from.
- We started with local Market Position Statement (MPS); local authorities are now keen to better understand how to use MPS and what best practice in market shaping looks like.

“Market shaping means the local authority collaborating closely with other relevant partners...to encourage and facilitate the whole market in its area for care, support and related services.”

Care Act 2014 Statutory Guidance
Care Act Stocktake 6

- 86% of councils actively shaping diverse and sustainable market

- BUT lowest confidence in impact on market shaping and sustainability
  - Fragile domiciliary care and nursing care markets
  - Low confidence shaping micro-commissioning and sustainability of VCS

- Risk areas in recruitment & retention of independent sector workforce
  - Nurses & registered managers in care homes
  - Living wage impact plus potential Brexit factors

- Arrangements in place to mitigate provider failure, but only 7% tested in real market failure situations. Many examples of systems in place to inform potential market failure

- Concern over levels of funding
Commissioning for Better Outcomes

Peer Challenges success factors
Delivering the 3 CBO domains - person centred, well led, promoting diverse and sustainable market
- ‘Golden thread’ from strategy to service delivery
- Skill and knowledge of staff involved in commissioning
- Stakeholder engagement
- Knowledge of market and issues
- Innovation

Future work
- Supporting and developing self-evaluations and peer reviews
- Develop CBO for integrated commissioning
What is the Market Shaping Review?

A programme of support for local authorities to help them discharge their market shaping functions by identifying, analysing and disseminating best practice

- The Institute of Public Care (IPC) at Oxford Brookes University, in collaboration with the Association of Directors of Adult Social Services (ADASS), Local Government Association (LGA), Care Provider Alliance and Department of Health, facilitated the support programme.

- IPC worked with the sector to identify what works best in market shaping, update guidance and publish tools.

- Thank you to all those that informed the work.
What is market shaping?
Emphasis on shared understanding of supply and demand – and should be published in an MPS.

Activity taken to influence current and future range of support - how the local authority intends to influence the market should be published in an MPS.
Who shapes the market...and who is responsible?
Review of market position statements

- 162 published MPSs from 122 local authorities or sub-regional groups: huge variety in scope and detail
- Some local authorities have had one – others have had one or two updates and/or have produced up to 6 different MPSs for different services / client groups
- Generally stronger in describing current and future demand, future models of care desired, and likely business opportunities
- Weaker around stability of local market, quality, workforce and intelligence about what is provided for self funders.
Key challenges you’re facing

- Working with health
- Introduction of personal health budgets
- Ensuring a high quality workforce, especially nursing staff
- Working on market oversight and contingency planning with other local authorities
- Personalisation and individual commissioning
- Working with providers on a true partnership basis
- Encouraging new providers
Tools and Guidance

- Searchable website of current MPSs: ipc.brookes.ac.uk/MPSdatabase
- Guidance on market shaping
- MPS good practice and checklist
- Market shaping across authorities
- Place-based market shaping
- Individual purchasing
- Also … Market Shaping Toolkit for innovation and collaboration with SME providers
Happiness, Care and Passion – telling the Story of Great Social Care
Building Sustainable Local Relationships

- Care Act General Well Being Duties
- Strengthening Commissioner/Principal Social Worker Networks
- Regional Mystery Shoppers Programme
- Commissioning for Better Outcomes Sector Led Improvement Buddy Programme
- Regional Risk Assessment Process inclusive of CBO ratings

Peer to Peer Action Learning Focus:
- Commissioning for Flexible Support
- Transforming Care in partnership with NHS England
- Fair Cost of Care
- Improved Better Care Plans
IT’S ALL ABOUT RELATIONSHIPS
Market Shaping Toolkit

What is the Market Shaping Toolkit?

The Market Shaping Toolkit supports both smaller care providers and local authorities to engage in market shaping, and to work together to develop innovative practice to meet local needs.

The Department of Health, Local Government Association and the Association of Directors of Adult Social Services commissioned us - working in collaboration with the Care Provider Alliance - to develop this toolkit to support implementation of the Care Act.

Highlighting good practice

This toolkit has been designed to highlight good practice around the country in the way that local authorities and smaller care and support providers collaborate and provide innovative services. It offers a series of checklists and materials to encourage good quality market shaping activities.

What does the toolkit do?