

## Annex C: final market sustainability plan template

### Section 1: Revised assessment of the current sustainability of local care markets

- a) Assessment of current sustainability of the 65+ care home market
- b) Assessment of current sustainability of the 18+ domiciliary care market

Westminster Council is a Central London authority which works closely with Royal Borough of Kensington & Chelsea. The two local authorities operate as the Bi-Borough and have shared services. It has strong ties with Hammersmith and Fulham, and other West London Alliance members.

It has a population of over 261,000. There is a high proportion of self-funded individuals across care home and home care services.

Westminster has strong relationships with the market and despite varying quality and consistency of service has been able to maintain occupancy and service delivery through their providers. Westminster has 6 care homes and 7 home care providers which is a relatively small provider market but strengthens its contract and provider management. The council has good working relationships across the 13 providers.

Current Service Users by Service Type	Local Authority Clients 18 - 64	Local Authority Clients 65+
Home Care	292	919
Nursing		86
Nursing EMI		61
Residential		131
Residential EMI		76
<b>Total</b>	<b>292</b>	<b>1273</b>

The Westminster market comprises a mix of national and local providers. Across Homecare and Care Homes the Market has good quality. Delivery in Care Homes is more consistent and is managed by a combination of spot and block contracts.

Service Type	
Home Care	7 providers CQC Rating - 5 'Good', 1 'Requires Improvement', 1 Not rated
65+ Residential Care	There are 6 Care Homes in Westminster. 2 Block and 1 PFI home 5 'Good', 1 'Inadequate'

There are 4 extra care services which support the delivery of care and support across the 65+ population.

Westminster is a higher than average spender across ASC groups, therefore the impact of spend in 65+ care homes and home care will be greater. The City Council also has relatively low levels of client contributions compared to other London Boroughs, at c.10%, which presents an opportunity.

The Workforce is predominantly imported due to the Cost of Living. The increase in LLW from £11.05 to £11.95 may mean reviewing figures if these don't accurately support this increase.

As with other local authorities, care home and home care providers in Westminster face considerable challenges with recruitment and retention of staff. Since 2018/19 new starter percentages across the total job roles has decreased, particularly in the regulated professions and direct care roles. More positively there is a relatively lower turnover rate relative to other areas but it is still increasing and again is predominantly related to the regulated and professionals and direct care staff. However, those two employment areas also have the greatest vacancy rates which indicates a need for focus on accelerating recruitment.

There are some excellent examples of successful local recruitment in Westminster but this tends to be more a feature in Extra Care settings than care homes or home care.

## **Section 2: Assessment of the impact of future market changes between now and October 2025, for each of the service markets**

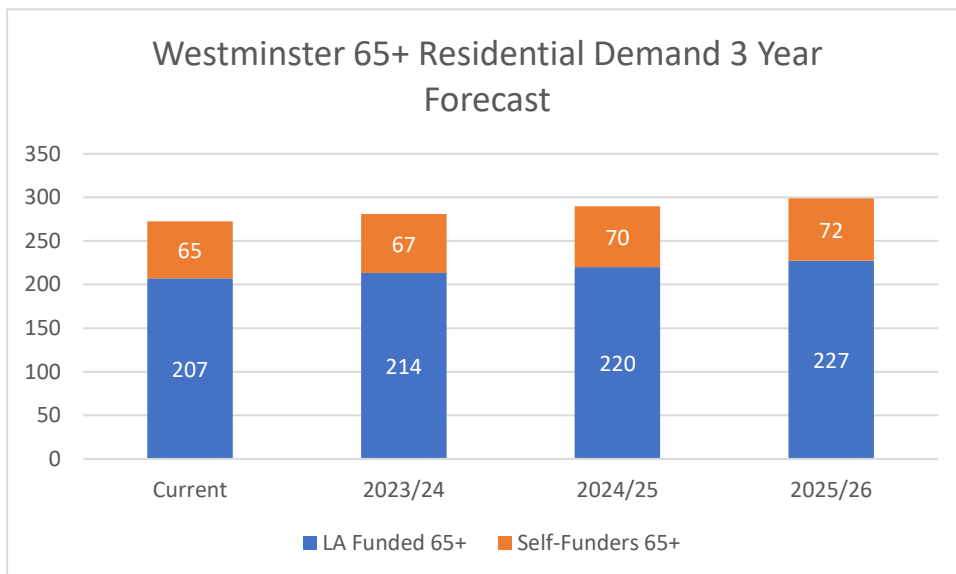
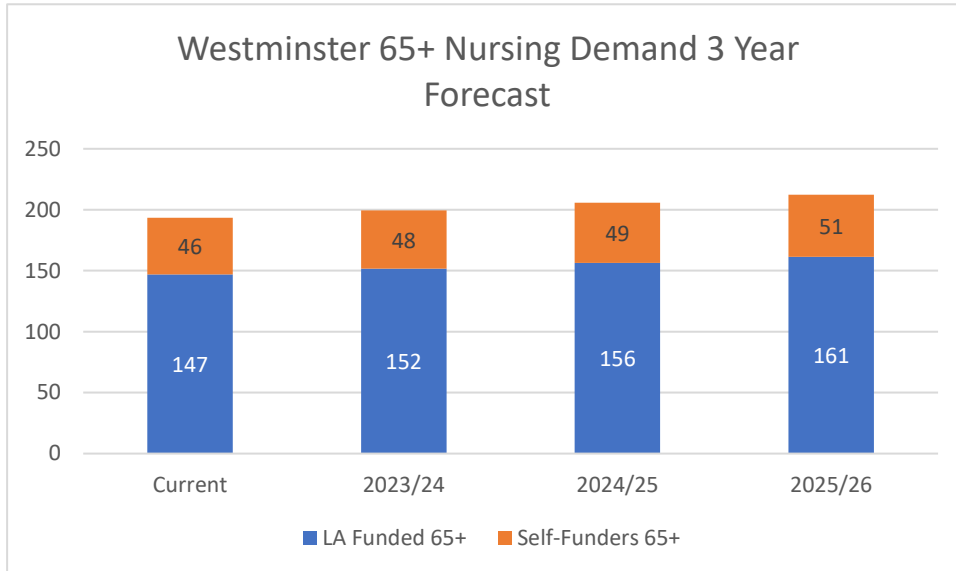
There are limited opportunities for Westminster Council to develop new homes given the Prime Central London location and associated costs. However, there are opportunities for innovation in the Technology Enabled Care space. Westminster is an exporter of care due to the limited capacity of care home provision. It manages its demand for care homes through a number of PFI arrangements with 2 providers

There is a buoyant self funder market in Westminster and whilst the CIPFA data suggests that the demand is lower than average, there is an increased complexity of need when individuals are being supported. The workforce has not always been able to keep up with need.

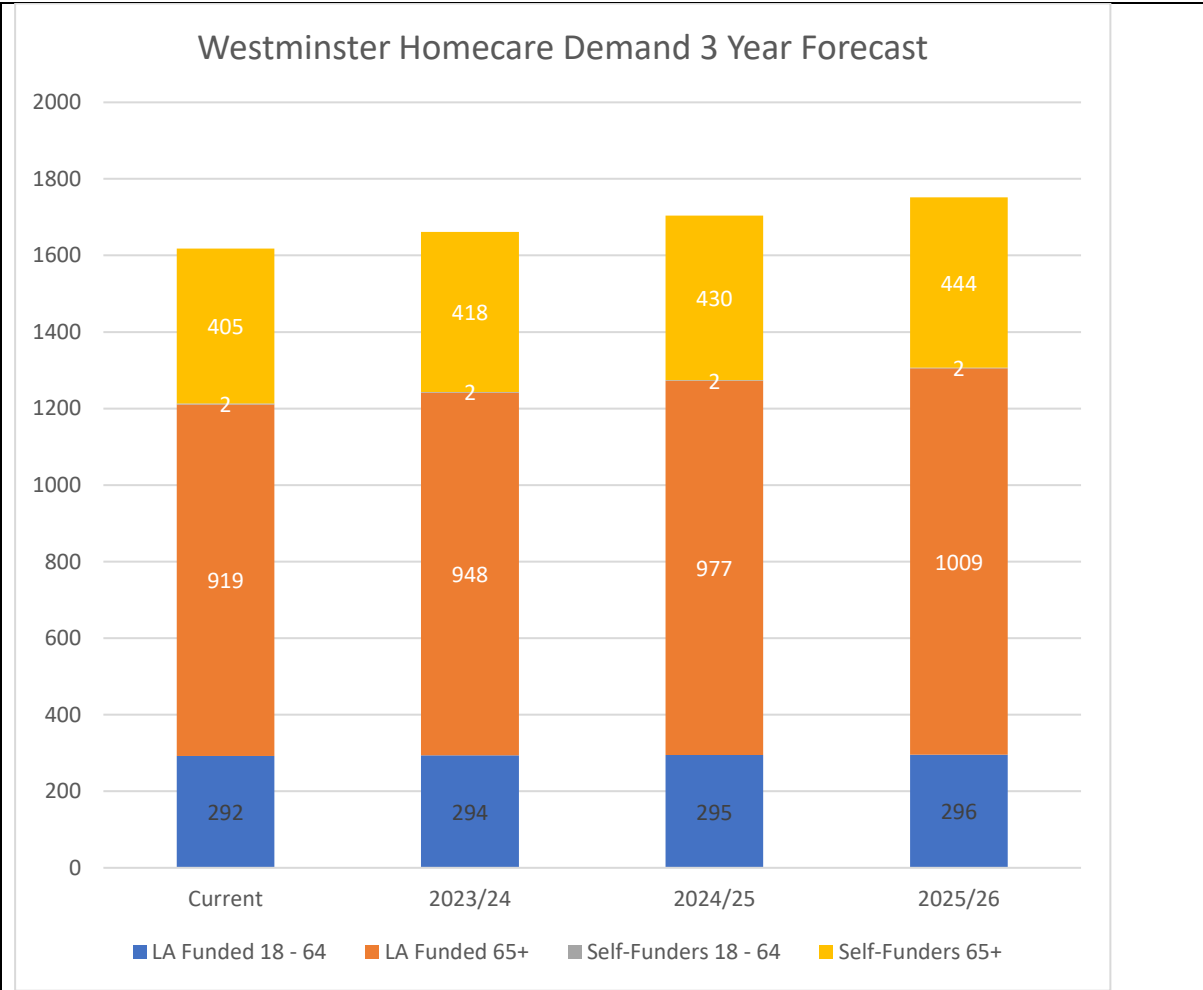
The current market conditions have not supported innovation or implementation of new care models to deliver strategic objectives / priorities . The models of care and support are traditional and time / task driven. This will be reviewed as part of their new home care design in 2023.

The charts below show the forecast increased demand over the next three years across for 65+ care homes (residential and nursing inclusive). Based on the current levels of demand, this shows the estimated demand and therefore supply required in the Westminster market. However, the forecasts don't consider care home placements commissioned by other local authorities, which would impact the capacity required in order to meet demand. This is minimal in Westminster.

Whilst this is a forecast based on current provision, the Market Sustainability Plan section three, which has plans to address each of the care markets, will consider how the Local Authorities plans and future strategies may impact these markets further.



The chart to the right shows the forecast increased demand over the next three years across all ages and for homecare. Based on the current levels of demand, this shows the estimated demand and therefore supply required in the Westminster market. It is anticipated that there will be a steady increase in both the public and private funded markets for those 65+. More demand is projected from self-funders 65+.



**Section 3: Plans for each market to address sustainability issues, including fee rate issues, where identified.**

**Note:** As part of these plans local authorities should also demonstrate how they complement other strategic documents, such as, but not limited to their Market Position Statements and demonstrate how they have worked with local providers to develop the plans in this section.

- (a) 65+ care homes market**
- (b) 18+ domiciliary care market**

**Current Commissioning**

Home Care is delivered through Framework providers and some spot arrangements. Home Care will be redesigned in the next year to better deliver on outcomes for individuals. As part of this re-design provide sustainability has been prioritised. There are conversations with the market ongoing on how best to contract with the market to encourage local workforces.

Key Priorities include:

- A Greener approach to home care – therefore this will review transportation, zoning of key areas and attracting a local workforce.

- A local workforce - attracting a local workforce who can live in Westminster and benefit from its services.
- Prevention – maximising use of reablement and prevention as opposed to long term support.
- Diversity of business – encourage small and large organisations who will be able to deliver care to a high quality to an increasingly diverse population.

Care Homes will be reviewed as part of a regional approach to commissioning. This will also provide an opportunity to work towards the ending of the PFI contractual arrangements which ends in July 2024.

As a Council, Westminster have changed political leadership and therefore changes are anticipated strategically. The vision is to continue support of their vibrant communities, provide a safer borough and become a 'stronger, healthier, greener' place to live. Westminster are yet to publish their Market Position Statement across Adult Social Care.

The funding priorities for the next 3 years will focus on prevention and home care to support the few 65+ in the homes in the borough. Recognition that funding of prevention will increase costs of care homes as individuals will have more complex needs

Working toward rates that are informed by the Cost of Care exercise is a priority for Westminster and will inform their procurement. A regional approach gives the market more assurance of ongoing business.

The role of LLW – currently £11.95 will be incorporated into the strategy as well as supporting the requirement for a local workforce.

Planned work will be delivered on developing the offer prevention, low and short-term support and alternative long term support provision in borough. E.g. Increased use of reablement and other outcomes-based care models to reduce dependency on residential and nursing care

Westminster meet regularly with providers and will be engaging them on commissioning strategies as they emerge.

### **Strategic Risks**

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### **Going Forwards: Funding Priorities**

Strength based working across health and social care:

- Person-centred delivery focus as opposed to time and task
- Managing the increased complexity of needs created by the 'success' of the Prevention Agenda such as extra care, reablement, home care.
- Continued partnership working within region, with health and co-production with providers
- Alternative delivery models of care will be considered to manage capacity limitations
- Developing and attracting a Local workforce

Strategic Commissioning:

- Assessment and maintaining affordability of care for public and private funded individuals
- New home care design embedding COC informed fees and innovation
- Alternative provision and arrangements across all of ASC market to manage budgets
- Small block contracts for home care
- Workforce sustainability focused and codesign
- Regional commissioning strategies for market sustainability
- Pricing and maintaining 'Good' quality across the services

Development of the care home commissioning across Central and North-West London.