

Market Sustainability Plan 2025/2026

Over Arching Activity Whole Market.

- Further develop demand management data and analysis for improved planning and projections
- Undertake regular market engagement at least 4 times per year in addition to market surveys and collate a range of information that informs market sustainability and capacity planning
- Ensure that we engage in focused discussion with the social care market ahead of council budget setting each year to ensure the market challenges are clearly articulated and considered by the council via the scrutiny process.
- Capture feedback and the voice of people with lived experience, their carers and families via forums, networks and surveys as appropriate.
- Review the quality assurance policy and monitoring approach.
- Publish more market information to ensure information for providers, prospective providers is accessible and readily available
- Continue to raise the profile of adult social care market and workforce and the correlation of National Minimum Wage in relation to sustainable fees.
- Continue to work with and support the voluntary sector to monitor the impact of 2025/2026 savings and interdependency with other savings within Dudley

Care Homes

- Older Adult care Home Sustainability Pilot to become formal framework and will have higher uplift to keep model sustainable and formalised in new contracts from 1/4/2025.
- Care homes 18-64 & Older Adults homes new contracts from 1/4/2025.
- Monitoring information will look at early engagement around issues of care homes sustainability, care homes business and operating models.
- Potential for replicating aspects of the Older Adults pilot for working age adults homes to be explore in 2025/2026
- Contracts strengthening clauses around payment, alignment with other commissioners' contracts and expectations.

Appendix 1

- Quality Assurance, engagement and support for care homes with a system wide approach to strengthen the offer for care homes working with other public sector partners.

Domiciliary Care

- Complete post procurement mobilisation, prioritisation of activity due to resource constraints; ensure the place-based model is fully implemented by end of 2025.
- Market analysis and effective use of contract data, including monitoring progress for client outcomes and provider sustainability
- Regular market engagement will continue to capture what is working and what needs review within the framework model as the mobilisation and the model continues to be embedded .
- Focus on rate sustainability through regular engagement and review with a commitment to keep the rate competitive within available Council Finances.
- Satisfaction surveys will be gathered from providers regarding experience of people drawing on support.
- Priority will be to maintain Tier 1 providers sustainability for ensuring flow and avoiding delays for Dudley residents within Pathway 1
- Tier 2 providers to be supported in developing their offer alongside other community provision, increased flexibility and focusing on more holistic outcomes reporting.
- Review core policies for care that are currently inconsistent within the market - i.e. controlled drugs, single handed care

Supported Living

- Finalise the supported living framework model comprising of 3 tiers :
- (Long-Term, Outreach and Short-Term Intensive Support)
- Complete the supported living framework competitive tender and mobilisation of the tiered model.
- Undertake Mini Competitions for allocation/ award of care packages and or scheme-based activity
- Implement the outcomes framework reporting and review from day 1 of the contract award .
- Introduce and mobilise the brokerage function for supported living within the councils Market place system
- Work with housing partners, providers and people who draw upon support in the development of new provision
- Ensure the effective use of resources and provision to enable people specialist resource availability for those have the greatest need and a move on pathway for those who are achieving greater independence .

Personal Budgets , ISFs and Direct Payment Market

- Work alongside the Direct Payment lead officer to map and develop wider opportunities for people with Direct Payments
- Develop a provider forum or network that enables information sharing, demand and expectations scoping and creative solutions to support people with personal budgets achieve their outcomes and maximise opportunities
- Continue to explore opportunities for Individual Service Funds introduction within Dudley

Self-Funders

- Review the information and advice available for Self Funders on the council web pages and Care Finder portal
- Promote the Dudley Market Place Care Finder portal use for by Self Funders

ASC Risk Register – Market Sustainability Risks

Risk ID	Risk	Consequence	Impact	Mitigations/ Actions	Remaining risk
R459	Unable to recruit staff	Staff required to drive projects forward. Social work capacity required to review clients when challenges experienced, or models change or savings available	Legal challenges escalate due to “unreasonable” timeframes. Waiting list increase Market failure risk Reactive action and emergency placements Fees disputed as changing need not assessed / reviewed timely Savings not achieved as people not reviewed and support plans not changed Forced to negotiate a position to avoid litigation . Over prescription & increased dependency continue Delays in procurement and transformation projects Increased budget pressures	Business cases to PCCB for SCM commissioning post . PCCB requests for social work capacity ?	High

Risk ID	Risk	Consequence	Impact	Mitigations/ Actions	Remaining Risk
R471	Care and support needs not met . Insufficient capacity available in the local area	People placed in inappropriate provision People placed out of area	Increased budget pressures Local options overlooked Increased use of out of area placements Reactive emergency placements Inappropriate placements Needs increase / deterioration in skill and well being	Redress balance for local provision with <u>competitive fees</u> and support to improve quality . <u>Care home pilot / framework</u> <u>formal adoption</u> <u>Supported living single rate framework</u>	High

Appendix 1

			<p>Out of area placements are higher cost</p> <p>Loss of workforce to other LA's</p> <p>Dudley is sustaining other areas rather than Dudley communities.</p> <p>Market Failure</p> <p>Poor local outcomes / poor quality</p>	<p>Providers have local offices and are <u>more place based</u></p> <p><u>New care home framework & Contracts</u></p>	
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Risk ID	Risk	Consequence	Impact	Mitigations/ Actions	Remaining risk
R471	Not being able to pay sustainable fees and rates for care and support	<p>Provider exit</p> <p>Market failure</p> <p>Workforce migrate to other LA areas</p> <p>People placed in appropriately / ill-fitting services</p> <p>People placed out of area</p> <p>Market capacity reduces</p>	<p>Increased Out of area placements</p> <p>Client's care is disrupted</p> <p>Quality of care deteriorates & poor outcomes</p> <p>Local market collapse/ Market Failure</p> <p>Risk of abuse and neglect increases</p> <p>Other areas are sustained by Dudley funding</p> <p>Choice of care and support is reduced or not available at all</p> <p>Flow in system is reduced and more people delayed in hospital</p> <p>Higher fee rates to compensate for voids</p> <p>Significant Budget Pressure</p> <p>Increased costs from <u>reactive emergency placements</u></p> <p>Loss of workforce</p> <p>Reputational damage for the council</p> <p>People being delayed in hospital</p>	<p>Redress balance for local provision with <u>competitive fees and uplifts that address low fees</u> and support to improve quality .</p> <p><u>Care home pilot / framework</u></p> <p><u>formal adoption</u></p> <p><u>Supported living single rate framework</u></p> <p>Providers have local offices and are <u>more place based</u></p> <p><u>New care home framework & contracts</u></p>	High

Appendix 1