

Market Position Statement 2025 – Extra Care

Commissioning intentions and key messages

This document summarises and sets out the Council's main commissioning intentions and key messages for market suppliers. It is intended to act as a quick reference guide and more detailed supporting information including our analysis of the market can be found in the full *Market Position Statement 2025 – Extra Care* document.

Commissioning Intentions and actions

This section sets out the Council's commissioning intentions and actions to address market gaps and to further develop market vibrancy and sustainability.

Key messages and actions for suppliers

Market capacity

- New Extra Care schemes will be required over the next 5 years to meet increased demand.
- New provision is likely to be required in the north and south of the City.
- Requests to register new Extra Care Schemes with the CQC will be supported by the Council, if proposals offer value for money, high quality and are of the type expected by citizens.

Quality

- Quality of provision overall is good.
- Providers which are not rated Outstanding or Good should make immediate improvements.
- Under future contracts the Council's ambition is to use only Outstanding/Good rated Extra Care provision.

Finance

- Scope for future annual fee increases will be severely limited and subject to the closest scrutiny.
- In future we intend to bring all provision under a single flexible contracting arrangement with consistent terms.
- This will enable a coordinated, transparent process for tendering care packages to the market.
- Providers need to increase operational efficiency by innovating, adopting technology enable care, and making best use of resources.

Workforce

- Providers should employ a diverse workforce, reflective of the local population
- Providers should ensure the delivery of culturally appropriate care.

Strategy, policy and service delivery model

- Extra Care Sheltered Housing is part of a pathway of services preventing and delaying the need for more intensive care home placements.
- Extra Care should be the default first option for citizens funded by the Council rather than care home accommodation.
- In future, Extra Care Schemes will need to have the capacity and skills to support residents with dementia needs and to prevent admissions to hospital and care homes.

- Extra Care schemes should make use of technology enabled care and sensor-based falls technology to maximise this.
- Extra Care schemes should add social value to the wider community, acting as local community assets for local non-residents.

Key actions the Council will take

Market capacity

- New Extra Care schemes will be required over the next 5 years.
- We shall engage with providers with the vision and capacity to develop new schemes.

Quality

- Quality of provision overall is good.
- We shall continue to monitor quality and take improvement action if required.
- Under future contracts the Council's ambition is to use only Outstanding/Good provision.

Finance

- We shall continue to monitor financial pressures facing providers.
- We shall continue to employ the contractual annual fee review and uplift methodology.
- We shall assess the impact of the Employment Rights Bill.
- In future we intend to bring all provision under a single flexible contracting arrangement with consistent terms.

Workforce

- We shall continue to assess service continuity risk and take mitigating action when providers' Skilled Worker Visa licences are suspended or revoked.

Strategy, policy and service delivery model

- Extra Care is part of a pathway of services preventing and delaying the need for more intensive care home placements.
- We will make greater use of Extra Care for citizens we fund.
- We will make Extra Care the default first option for citizens rather than care home accommodation.
- We are undertaking further work to assess the benefits and impact of technology, and to determine the future commissioning arrangements of a Technology Enabled Care service.