

Market Position Statement 2025 – Younger Adult Care Homes

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 – Younger Adult Care Homes* 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

- Current supply is closely matched with demand.
- Significant additional care home capacity is not required in the future.
- Low volumes of additional bespoke homes may be needed to support people with complex needs.
- Care home conversion to supported living will be supported by the Council where these deliver savings and good citizen outcomes.
- Requests to register new care homes with the CQC will only be supported by the Council, if there is a clear need for additional capacity.

Quality

- Quality of care provision is a significant sustainability risk.
- Care homes not rated Gold/Outstanding or Silver/Good should make immediate improvements to service quality.
- Under future contracts the Council's ambition is to use only Gold/Outstanding or Silver/Good care homes.
- Providers must ensure that their staff are trained and have the appropriate expertise to support people safely and to a high standard.

Finance

- Scope for future annual fee increases will be severely limited and subject to the closest scrutiny.
- Providers need to increase operational efficiency by innovating, adopting technology enabled care, and making best use of resources.
- Care homes must comply with the Council's requests to establish the relationship between costs and proposed fees, and value for money.

Workforce

- Providers should employ a diverse workforce, reflective of the local population.
- Providers should ensure the delivery of culturally appropriate care.
- Where homes employ international recruits, they must ensure they act within the law
- All providers must ensure they are ethical employers.
- Heavy reliance on international workers presents business continuity risks and is not sustainable.

- Suppliers should ensure business continuity arrangements and local recruitment strategies are in place.

Strategy, policy and service delivery model

- Supported living will be the default service offer for working age adults, as opposed to care homes.
- Care homes should enable citizens, deliver independence outcomes and support them to move on to less intensive and restrictive services, such as supported living.
- Care homes should make use of technology enabled care to improve outcomes and independence for residents.
- Care homes should develop innovative care models, including managed risk taking, which deliver least restrictive care services.

Key actions the Council will take

Market capacity

- We shall explore proposals to convert care homes to supported living to ensure these deliver savings and good outcomes for citizens.
- We shall only support requests to register new care homes with the CQC, if there is a need for additional capacity.
- Where low occupancy is identified further home specific engagement will take place to assess sustainability risk and determine plans to address.
- The Council will map service specialisms across the market.
- This will inform future market shaping activity, service specifications, workforce training and qualification expectations.
- We shall establish a portfolio of highly skilled providers to support citizens with complex needs – to include mental health, learning disabilities, autism, working age dementia & substance misuse.
- We shall work with system partners to reduce the number of people in long stay specialist learning disability hospitals.
- We shall work with system partners to ensure appropriate accommodation is developed for working age adults.

Quality

- Quality of care provision is a significant sustainability risk for market.
- We shall support contracted providers which are not rated Gold/Outstanding or Silver/Good. We shall:
 - Prioritise improvement action plans for Bronze/Requires Improvement rated homes.
 - Provide advice and support where required.
 - Monitor progress closely
 - Carry out quality monitoring revisits to sign-off improvements and revise ratings.
- Under future contracts we intend to use only Gold/Outstanding or Silver/Good care homes.
- We shall map the workforce training and qualification requirements for providers to deliver specialist services.
- We shall specify training requirements in contracts and service specifications.
- We aim to involve citizens with lived experience when quality monitoring the complex learning disability, autism and mental health care homes.

Finance

- We shall continue to monitor financial pressures facing providers.
- We shall continue to use the contractual annual fee review and uplift methodology.
- We shall assess the impact of the Employment Rights Bill.

Workforce

- Service continuity risk will be assessed when providers' Skilled Worker Visa licences are suspended or revoked.
- Providers employing high percentages of Skilled Worker Visa holders will have service continuity risk assessed.

Strategy, policy and service delivery model

- Supported living will be the default service offer for working age adults as opposed to care homes.
- We are undertaking further work to assess the benefits and impact of technology, and to determine to the future commissioning arrangements of a Technology Enabled Care service.
- The Council will engage with the market and CQC to discuss managed risk-taking and risk-sharing with the goal of establishing an agreed approach, principles and mechanisms which give confidence to all parties, and to reduce reliance on intensive levels of staff support.
- We shall set out the expectations of providers supporting people with very complex needs.