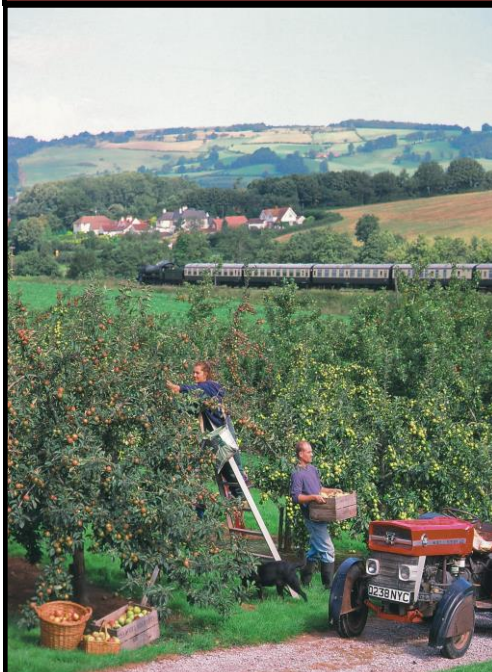


Somerset County Council Market Position Statement (draft)

*How we will work with all markets to deliver a
shared vision for Somerset*



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Foreword

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We have created this draft Market Position Statement to kick-start a new period of more joined-up and on-going engagement with our markets. It aims to provide you with the information you need so that we can have better conversations in the future and work together more effectively. We've never tried to produce a single market position statement covering everything we do before, and we're not aware of any other Council that has. We've done this because we are clear that working in siloes and not creating solutions with our customers and our markets has to be a thing of the past. We know that we won't get it right first time and we expect that our engagement with all our markets will help us refine it – which is why we're sharing this as a draft first.

This statement covers adult social care, children's service, the wellbeing and education of children and young people, public health, our infrastructure, and our place-based services (such as highways, economic development and libraries). By 'markets' we mean those providers, whether they be voluntary, third sector or commercial, who are engaged in delivering or providing services on behalf of or to Somerset County Council – or those that might want to in the future.

We see it as the start of a more coherent approach to developing our markets. So:

- We promise to listen to and respond to the feedback we get from you on it.
- We believe that we need to change our dialogue with you in order to make the right changes happen, though this won't happen overnight.
- Conversely, due to the financial pressures we are under, sometimes we will have to make changes more quickly than we would like to.
- If you feel we're not engaging with you or your market sector fully enough or early enough please let us know as it can only help us improve

Contact details for SCC's commissioning team are at the end of this document. If you have general feedback or don't know who to speak to then please contact mcgreen@somerset.gov.uk.



1. Who is this for and how we hope it is useful

This document is for all those that are involved in or might want to be involved in delivering services which enable Somerset County Council to deliver its vision (as set out in the County Plan). This includes:

- Those that we currently contract with to provide services (we spend over £340m each year) and who want to understand how what we need will change in the future
- Businesses who want to understand what opportunities there might be in the future in Somerset – in virtually all our markets we need more providers and more innovation, and we need to have better early dialogue long before our plans are set in stone.
- Those we fund through a grant or a budget we pool with other partners, or those who are an indirect part of our supply chain.
- Those who provide services to individuals not directly funded by us but which help us realise our vision – such as micro-providers in the adult social care market.
- Any size or type of organisation, be it a national or local business, social enterprise, charity or the voluntary and community sector

We know that for those organisations wanting to find specific details of what we will be buying when this will not give you the information you are looking for – that is already available from the ‘doing business with the Council’ section of the Council’s website. This document is instead focussed on those areas where we need to work with you to understand together how we can make lasting change happen. No document can achieve that by itself, and the dialogue that we hope this kick-starts is what really matters.

Market Position Statements on specific areas / partnerships / geographies may follow if and when required to support engagement with the Market.

How do we hope it will be helpful?	
<i>We hope it will help you by setting out:</i> <ul style="list-style-type: none">• How we see Somerset changing, how we are ambitious in responding to that and what this means for our markets• How we are changing our approach in response to our severe funding constraints and what you can expect from us• What we will want more of, less of, what different things we will want and what we expect from you• How we can continue and deepen our dialogue and how you can best influence the approaches we will take in the future	<i>We hope it will help us by:</i> <ul style="list-style-type: none">• Creating more effective and innovative solutions to the challenges we face by involving our markets in shaping the approach• Helping us better understand what you need from us in order to work more effectively with you• Enabling us to deliver what matters because our markets have a deeper understanding of what we’re looking for• Developing better relationships with our markets so we have a better dialogue and work more effectively with them

2. How we see Somerset changing

Somerset is a great place to live, work and play in. There is a wealth of information on how our demographics are changing on the Somerset Intelligence website (www.somersetintelligence.org.uk) and only a headline story is told here:

Somerset is one of the most rural counties in England, with 48% of our population of 545,390 living in rural areas. It has pockets of extreme rurality - West Somerset's population density is 0.5 people per hectare, well below the Somerset average of 1.5 and the England average of 4.1. This rurality presents challenges for service delivery and in helping people stay connected. However, our rich network of small towns and villages can also be an asset in terms of community spirit. Our focus on Stronger Communities sets out how we aim to help build on the assets the people of Somerset and our communities have, and the way we expect technology to be used will enable us to work more effectively across the County.



Somerset has a rapidly ageing population with more complex needs: In 2014 nearly a quarter of our population was aged 65 or over compared to less than one in five nationally, and this is projected to grow at a much faster rate than the population overall. There are particular challenges around dementia. This is placing pressure on providers and on the healthcare system as well as social care. We now know we can have the greatest impact if we focus on promoting independence and manage demand in a different way. Creating dependency ultimately damages the very outcomes for vulnerable and older people we all want to achieve. This will require us to work differently with partners, providers, the community and customers in order to prevent more people from requiring social care, find ways of supporting them which don't create dependency (diversion) and more intensively supporting people for shorter periods of time to help them recover.



Enabling children to be safe, healthy, happy and ambitious: The evidence tells us we need to work in partnership to focus on helping children have the best start in life, build skills for life, and to narrow the gap so that all children in Somerset have the same opportunities to succeed in life. Through delivering Somerset's Children and Young People's Plan we aim to raise aspirations for all children and young people, work with parents and careers to minimise any barriers to learning and maximise the opportunities for every child to achieve their full potential. Together we need to ensure early identification and assessment of vulnerable children and young people, so that every child makes good progress and nobody is left behind.





We need to improve our health and wellbeing and reduce health inequalities: Life expectancy in Somerset is higher than the national average and is increasing, but healthy life expectancy (the average age at which we can expect to remain free from long-term health problems) has not increased to the same extent. We have higher than average levels of overweight and obese people, and we have lower levels of physical activity than average. A focus on prevention and early help will be key to addressing this, and we can only do this by working even more closely with the health service than we have up to now.

We face workforce challenges: At the same time as the older population is growing the working age population (15-64) is projected to fall by 2%. Over two thousand 18-20 year olds move out of Somerset each year, with the net beneficiaries being university cities like Plymouth. This contributes to below average skill levels in our working age population. The costs of the national living wage are a challenge to the market, not least because Somerset already has lower than average wage levels. This needs to be a stronger part of our strategic dialogue with the market and our market development strategy.



We need to improve our productivity. Somerset's productivity level is significantly below the national average (around 80% of the UK average). This performance gap is increasing over time. Improving our infrastructure is a key part of developing a stronger economy – for example the first phase of rolling out superfast broadband to will be complete by the end of 2016 and plans are in place to extend this to 95% of homes and businesses. The stronger economy section sets out how we want to work with the market to improve productivity and growth.

3. How we are changing

All indications are that austerity in local government finances will continue for the foreseeable future. Much uncertainty (and opportunity) remains – the anticipated move to being fully locally funded through Council tax and business rates by 2020, the potential from more devolved powers, the impact of Brexit. Over the four years to 2020/21 we expect our budget to reduce by between £39m and £67m depending upon what decisions are taken on Council Tax. Based on our current projections we will also need to absorb at least £10m in pressures each year on top of this due to inflation (contractual and pay) and demographic changes.

Having made £112m savings since 2011/12 the only way we can do this is by working with our partners, with our markets and with our customers to fundamentally change what we do, how we do it and how we work.

We are very clear that to deliver our ambitions for the people of Somerset in this challenging climate we need to be a **commissioning-driven authority**. By commissioning we mean “how we identify needs and creatively work with everyone involved to make things happen to meet those needs in the most appropriate and cost effective way”. Commissioning isn’t about outsourcing or procuring everything and nor is it about our organisational structure. It is a way of working that applies as much to a social worker as it does a Director.



Figure 2: SCC's Commissioning Cycle

The principles of how we commission in SCC are set out below, and on the following pages we will explain what this means for you:

OUTCOME FOCUS

- Focus on the impact
- Use evidence of what works and build new evidence through evaluation

SYSTEM LEADER

- Take time to understand what is driving behaviour
- Commission across systems and for whole pathways
- Invest strategically and build the right culture, relationships and partnerships

CO-PRODUCTION

- Work with communities and build on assets
- Work with providers as partners to shape the market

3.1 Outcome focussed

The most important aspect of commissioning is that we don't simply commission services but we commission for outcomes. By an **outcome**, we mean the impact, result or effect of an intervention on an individual or community. What happens is what matters not how we do it. We need to focus less on what is produced (an output) and how it is produced (often a service) and more on the impact that it has (an outcome). We need to make these outcomes real for providers and work with them when they need support in understanding this shift.



Markets can expect to see more outcomes based commissioning, or contracts which align financial incentives with the achievement of outcomes rather than simply paying for activity. Examples may include payment by results, or results based accountability, but at its simplest this is about being really clear about what we want to achieve and following this through in the way we let and manage a contract. This aims to encourage collaboration and innovation from the market through not specifying delivery models or micro managing but instead setting agreed outcomes and robustly managing against these outcomes. Often we don't achieve outcomes solely through our contracts but through the way we influence partners and help shape markets.

A Promoting Independence approach will be adopted across adult services. People in Somerset tell us they want to live independent lives, and the national evidence tells us this is the most effective way of helping people. Too often the way we currently work and the services we currently provide actually create dependency. This will be a major change for the Council, for the health service, for providers and the wider workforce. It will require us all to work in a completely different way with individuals, the voluntary sector and communities. We need to work with everyone involved to shape this future approach

Social Value is about maximising the impact of public expenditure for the benefit of our communities. It is embedded in every procurement and will form part of our contractual conversations with existing suppliers. We will expect providers to support us in delivering our social value priorities:

1. Developing employment, skills and training Opportunities
2. Improving health and wellbeing, maintaining independence and reducing inequalities of local residents
3. Building community capacity
4. Creating opportunities for small providers, social enterprise and the voluntary sector

Specialist Stop Smoking Service: outcomes contract
To encourage innovation the contract SCC let in 2015 didn't dictate how services should be delivered but what we wanted to achieve. To reward success the provider was paid in part by their effectiveness in helping targeted population groups where smoking prevalence is highest. The service was a face to face service, but as the contract progressed it became clear that smokers now require different support to stop; such referrals have reduced nationally and locally. Financial pressures on the Council and the provider meant that it was no longer financially viable for either party. The decision was therefore taken to end the contract. Clarity on outcomes, incentivising providers and robust contract management will be the hallmarks of our commissioning. By focusing on outcomes we can ensure our commissioning activity provides both value for money and positive impact.

3.2 System Leadership

At whatever level we look at outcomes – be it for individuals, communities or the whole county - they do not fit into neat boxes that align with how we deliver our services. Looking at outcomes requires us to understand and redesign whole systems, not just to look at individual services or the Council's part in a system. This inherently challenges the status quo and requires commissioners to look beyond traditional ways that services have been delivered and to use a range of mechanisms to achieve this. It means we need to bring areas together that more traditionally have been managed separately, and often will be about moving resources around the system (for example from health to social care, from residential provision to community resources, from community resources to prevention).



At the heart of our commissioning approach is a focus on securing the best outcomes for our local communities by making best use of all available resources and all our levers. Rather than solely being focussed on the services we provide or pay for we will be focussed on optimising the total resources in the system (our capital, revenue, staff, members, assets, partners, markets, voluntary, charitable and social enterprise sectors, families and communities). This means we need to start with the customer and understand their needs and their pathway. It also means we need to look at all the money spent by the public sector to ensure that we are getting best value overall rather than just as individual organisations (often referred to as the 'Somerset Pound').

Think Family: Our vision is that children and young people are safe, healthy, happy, ambitious for their future and develop skills for life. Think Family is an approach that recognises that addressing the needs of a family as a whole is more likely to lead to sustained improvements for children, and that children and families need a voice in what matters to them. We need to work with providers to embed this with all those who work with children, adults and families. To make this happen we will be encouraging appropriate information sharing and using shared intelligence to target more resources to different areas within Somerset.

The Sustainability & Transformation Plan will be adopted across the health and wellbeing system in the County. We need to ensure that prevention and maintaining personal and family responsibility is the default in the system, through supporting people to use community solutions. Alongside this there will be specific services at sufficient scale to provide support for targeted interventions. ***Jointly commissioned health and social care services will become the norm rather than the exception.*** You can read more about this at www.somerset.gov.uk/stp/.

Somerset Waste Partnership: District Councils have responsibility for collecting household waste and the County Council has responsibility to dispose of it. Recognising that we should be guided by what works not blindly following our statutory duties, all Councils in Somerset came together in 2007 to form the Somerset Waste Partnership. This enables us to think about waste in a joined up way – focussing on our priorities to increase recycling, reduce landfill, and reduce costs. In addition to robust contract management, regular high level strategic partnering meetings with our two suppliers mean that they are fully involved in helping shape the future direction of waste services across Somerset.

3.3 Co-Production

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Co-production is a way of working whereby decision makers, customers, families, carers and service providers collaborate to create a solution which works for them all. The approach is value driven and built on the principle that those who request support are best placed to help design it, and rather than being passive recipients of services or simply consultees on decisions, they should be equal partners in designing, creating, delivering and evaluating services. We often do this now, but we will be moving to a position where it is the default approach rather than best practice. Statutory guidance on the Care Act 2014 sets out that '*Local authorities should, where possible, actively promote participation in providing interventions that are co-produced with individuals, families, friends, carers and the community*'. This is an approach we will seek to apply across the Council, not just in adult social care.

For markets this means that we need to be better at having ongoing, honest, broad and early conversations before our plans are set in stone to help shape our approach. This means that we need to be better at building strategic relationships with providers and have meaningful and ongoing engagement with all parts of the market. We expect this to result in greater collaboration and innovation.

Adult Social Care: SCC are working with community groups in West Somerset to develop a new approach to help older people find community based solutions (e.g. knit and knatter, befriending, other volunteer run activity). It aims to manage demand more effectively, better support people by helping connect them with their community, involve less reliance on traditional services like homecare, and crucially help people maintain their independence. Innovation like this is only possible if we co-produce it with a wide range of partners and customers.

Pathways to Independence (P2i) is an outcomes based commissioned youth housing service. The service specification has been coproduced with service users and key delivery partners from across the County. Services users will remain engaged during the life of the contract as board members and secret shoppers. Providers will add social value by creating volunteering opportunities and apprenticeships. One provider incorporates a successful social enterprise into delivery of the service. The services are delivered by Mendip YMCA and YMCA Somerset Coast.

Libraries and Heritage: The library service set up a user group which met regularly and discussed the future of Somerset library services. Having an ongoing dialogue with a broad range of users enabled us to share our challenges, our emerging thinking, and enabled users to shape our approach. In creating the South West Heritage Trust we established early on a stakeholder forum involving a wide range of local partners. The mutual understanding created through an on-going dialogue and the views shared through the forum were crucial to making this challenging transition a success.

4. What will we want from the market in the future?

In this section we describe what we will want more of, what we will want less of, what different things we are likely to want in the future, how we will work differently with providers, and how we expect our providers to work differently. It is about setting out our direction of travel so that you can help shape it. A number of interdependent themes are reflected in this section, and everything is influenced by the need to live within our significantly reduced means:

- **Stronger Communities:** Working with a wide range of partners and stakeholders we want to make a step-change in the way residents and communities are empowered to support themselves and each other to be independent and resilient.
- **Stronger Economy:** This is about improving the quality of life for all residents and addressing the economic inequalities we have, in particular through our role in ensuring we have the right infrastructure for growth.
- **Prevention and early help:** Investing in prevention leads to better outcomes for individuals, families and communities and delays, reduces and avoids the need for more expensive services. Integral to this is the 'Think Family' ethos that underpins the Children and Young People's Plan (thinking about the whole family and the range of solutions from different partners rather than thinking in service silos about individuals) and the Promoting Independence approach which underpins all our future work with adults.
- **Redesigning services:** This is likely to result in more partnership and integration, working with communities to redesign services, a focus on improving productivity, serving customers more effectively through better use of technology - be it through improving our efficiency (e.g. making business processes quicker and simpler), empowering the workforce, or changing the way we engage.
- **Commerciality:** This isn't about us changing what we're trying to achieve but about how we achieve our vision for Somerset – through improving our contract management, how we help develop markets and how we work in a more entrepreneurial way. It is also about recognising the very difficult decisions we will need to make given the financial climate we operate in.

You can find specific procurement opportunities on www.supplyingthesouthwest.org.uk. We hope that this stimulates better dialogue between the Council and the markets we work with. If you are interested in doing business with the council then you can register for free on the website. We also run events to help you understand how to work with us, which will be advertised here:

<http://www.somerset.gov.uk/business-and-economy/do-business-with-the-council/do-business-with-the-council>

Our Plans		What does this means for the market?
Children and Young People	<p><i>More information is set out in the Children and Young People's Plan.</i> http://www.somerset.gov.uk/policies-and-plans/plans/children-and-young-peoples-plan/</p> <p>Supporting children, families and communities to become more resilient: We want to empower children, families and communities with the tools, skills and information they need to help themselves and allow them to manage the common challenges of family life within their families and communities. We want to empower parents to have the confidence, skills and knowledge to undertake their parenting responsibilities.</p> <p>We are challenging the traditional way we've worked to encourage innovative and creative solutions that give families more control over what affects them. We will target our resources to ensure we support the right people in the right areas at the right time.</p>	<p>Somerset Choices is an opportunity for providers to showcase their services and enable people to access their services (including education, training, employment support, health, social care, leisure, employment and housing). We want the market (including the voluntary and community sector) to help us populate Somerset Choices (www.somersetchoices.org.uk) to ensure that it contains everything that's available and effective, and to use it to promote community solutions when working with children, young people (up to 25) and their families. As we move towards an increased use of personal budgets this will be the place that families can see what is available and choose an appropriate provider to meet their needs.</p> <p>We want to see more volunteering opportunities and peer support models aimed at empowering children, young people, families and communities – for example breast feeding peer support, and grow, cook and eat projects.</p> <p>Work with us to ensure that every health, care and education professional working with children, young people and their families is trained in 'making every contact count' to promote healthy life choices.</p>
	<p>Promoting healthy outcomes in families and giving children the best start in life: We want children, young people and families to be enabled to lead healthy lives, with access to high quality primary care for professional advice and intervention when necessary. This includes:</p> <ul style="list-style-type: none"> • Encouraging a healthy diet for infants and children • Promoting higher uptake and continuation of breastfeeding • Promoting access to healthy food choices for parents • Ensuring all children develop appropriate communication and language skills • Ensuring all children have access to childhood immunisation programmes • 	<p>Engage with us to help shape our approach to short breaks and access to respite care for children with complex health and care needs, ahead of a short breaks strategy in 2018 (jointly with the Clinical Commissioning Group). Providers will want to prepare themselves for greater use of personalised budgets and direct payments.</p> <p>Work with us to develop a multiagency health offer in local venues and through digital technology for health assessments for children looked after & young people leaving care.</p> <p>Support us to ensure that every health, care and education professional working with children, young people is trained in mental health first aid and emotion coaching.</p>

Our Plans		What does this means for the market?
Children and Young People	<p>Building skills for life: We want every child to achieve well above expectations and not be held back by their social and personal backgrounds, special educational needs or disabilities. We cannot do this alone and to achieve this we will:</p> <ul style="list-style-type: none"> • Work with parents and carers to minimise any barriers to learning • Ensure the early identification and assessment of vulnerable children and young people so every child makes good progress and no child gets left behind • Raise the attainment and achievement of all children and young people, particularly children looked after, those with special educational needs and those from low income families. 	<p>Work with us to improve early identification and tracking of those who are not in education, employment or training (NEET) or in danger of becoming so. We will work with the market to identified suitable and achievable options for these young people. As part of this we will work with our partners and local communities to improve the support and range of opportunities for care leavers to move into further and higher education, work based training and apprenticeships, and employment.</p> <p>Engage with us as we develop plans to enable most Somerset children and young people with special educational needs to be educated in appropriate local education provision.</p> <p>Engage with us to review our Early Help Services to ensure early identification of children, families and young people to prevent the need for them to required specialist intervention and to enable them to lead healthy engaged lives</p>
	<p>Achieving effective multi-agency support for more vulnerable children and young people and develop an excellent children's social work service: We want children and young people to be protected from harm and well cared for at home wherever possible. Our approach to achieving this is set out in more detail in the sufficiency statement [http://www.somerset.gov.uk/childrens-services/care-and-chaperoning/children-in-care]</p>	<p>Help us to review our current services for children with emotional and mental health needs, as well as those at risk of or victims of abuse.</p> <p>Work with us to ensure existing fostering and residential care providers prioritise Somerset children in Somerset provisions.</p> <p>Work with us to ensure that together we embed a think family approach within our workforce development programmes and link this to promoting independence ethos being developed within Adult Social Care services.</p> <p>Work with us to develop an Adolescent Strategy for young people in Somerset aged 10-25 who are on the edge of care, looked after children or a care leaver.</p>

Our Plans		What does this means for the market?
Children and Young People	<p>Improving emotional health and wellbeing: We want more children and young people to have good emotional health and wellbeing, be emotionally resilient and equipped to manage their lives, expressed through their ability to:</p> <ul style="list-style-type: none"> • Learn • Feel, express and manage arrange of positive and negative emotions • Form and maintain good relationships with others • Cope with and manage change and uncertainty <p>We want to ensure that children and young people are cared for and supported within a safe environment as close to home as possible, work to reduce self-harm and ensure emotional health and wellbeing interventions are included in the commissioning of early help services.</p>	<p>.Emotional health and wellbeing is everybody's business, and all those working with children and young people have a responsibility to help them be emotionally and mentally happy. We will be seeking interventions that are offered in ways that children, young people, parents and carers find acceptable, accessible and useful.</p> <p>Work with us to develop a perinatal mental health pathway (immediately before and after birth) for vulnerable mothers experiencing mental health problems.</p> <p>Support us in our work with Health partners to:</p> <ul style="list-style-type: none"> • Developing a single point of access (including self-referral) to specialist emotional and mental health services, and improve access to emotional health and wellbeing information, support and self-care resources through the enhanced use of digital services. • Create a community eating disorder service for children and young people. <p>Review the approach to CAMHS mental health liaison and support across the County in light of enhancements to the provision of earlier interventions,</p>

Our Plans		What does this means for the market?
Children and Young People	<p>Providing help early and effectively: We want all children to get the best start in life, all pupils to go to a good school and have high aspirations for their future.</p> <p>We aim to provide a comprehensive early help offer within a simplified identification and support system to identify and address issues early and effectively. The early help offer will be jointly delivered by all organisations involved with a shared commitment to providing the right service in the right place at the right time.</p>	<p>Work with us as we map early help resources provided by the market and partners in support of our aim to shift resources from crisis intervention to prevention.</p> <p>Support us in developing and embedding a robust outcomes framework to performance manage all services so that we can effectively assess the impact of early help.</p> <p>Work with us as we review and develop proposals for the longer term role of children's centres services within an integrated early help and public nursing offer within a wider partnership of health, education and community support. This will include the development of early help multi-agency hubs in local communities offering integrated services from many different agencies. We intend to embed delivery of the Troubled Families programme within these hubs. This will include consideration of how we optimise the future use of children's centre and other buildings to support communities in Somerset.</p>
Transitions	<p>We recognise that we have a lot of work to do in order to improve the transition from Children's to Adult services, and to do this in a way which promotes independence so that young people make a positive transition into adult life. This will impact on how we commission both Children's and Adults Services.</p>	<p>Work with us as we analyse the gaps and opportunities before progressing with a transitions a plan.</p> <p>We will adopt a new outcomes framework to inform our commissioning activity and service planning, which will be applicable to all services</p> <p>We will encourage better transitions arrangements for young people leaving care and build expectations around robust multi-agency and holistic planning within our contractual arrangements. This will ensure young people leaving care have the support they need as they progress to adulthood.</p>
Carers	<p>SCC has worked closely with carers groups to understand the services that carers need, reflecting the Care Act changes and any gaps highlighted by carers themselves. Carers have since set up their own groups under the banner of "Carers Voice".</p>	<p>We expect provider(s) to encourage self-development both for individuals and via Carers Voice to provide support from peers and without the need to purchase services. Carers Voice are asking all Somerset providers to sign a "commitment to carers" which reflects the principles that they would like providers to adopt. Somerset County Council is signed up to this commitment and its aim to promote and support unpaid carers wherever possible.</p>

Our Plans		What does this means for the market?
Adult Social Care: Prevention	We want to ensure that people have access to good information and advice that helps keep them out of the formal care and support system as we know that living independently is what people want and that it leads to better health and social care outcomes for them.	Work with us as we better understand the customer demand at our 'front doors' and review and redefine the advice and information strategy and the role of Somerset Choices, Somerset Direct and community hubs
	We recognise that we don't make good or wide enough use of assistive technology/equipment to enable people to live independent lives. We want to ensure people have direct access to defined assistive technologies/equipment	In addition to working with communities and partners across the health and social care system we want to work with the market to help define the assistive technology (technology which helps people learn, communicate and live more independently) and equipment 'offer' and to promote direct access, potentially including the use of commercial outlets.
	The Sustainability and Transformation Plan (STP) (http://www.somerset.gov.uk/stp/) will be adopted across the health and wellbeing system in the County. In the health and social care system we need to ensure that prevention and maintaining personal and family responsibility is the default in the system, that we work more effectively with the voluntary and community sectors to signpost and support people to use community solutions, and that there are specific services at sufficient scale to provide support for targeted interventions.	<p>An agreed Prevention Plan for the County will be written by December 2016 detailing shared priorities and work plans for the Somerset system, setting out the overarching health and social care priorities for the county for 2016-2021. We now need people and providers to work with us on how best to achieve these aims and help design new and innovative solutions.</p> <p>An example of how this might change how we work is how we connect people to services and community groups in their local area. There are a number of models being developed in different parts of the county which help primary care patients to link to appropriate services and groups in the community (known as social prescribing). One of the most developed models of this is in the Mendip area, using trained community connectors who have strong links with their practice and local communities and can help people to access the right services or community groups in their area. This is an initiative which has been identified in the Sustainability and Transformation Plan as having potential to be rolled out at scale across the county. As part of this we are conducting an activity to review all the community connectors that exist in Somerset (Village agents, Health Connectors, Community Volunteers).</p>

Our Plans		What does this means for the market?
Adult Social Care: Community Led Support	<p>In is our intention to develop community resilience models which enable the third sector, carers and local communities to develop local arrangements to meet local needs and reduce the need for statutory provision. Developing a strategic approach to supporting communities to develop their capacity and resilience requires a partnership approach. We need relevant markets to work with us to develop a market development strategy to support the social enterprise sector and identify ways to increase capacity and resilience within communities.</p>	<p>Adult Social Care, working closely with the market, local communities, users, carers and social workers, has piloted this approach successfully in West Somerset,</p> <p>It builds on the strategic approaches we already have across the system (e.g. village agents and health connectors) and uses them to help older people find sustainable community based solutions (e.g. knit and natter, befriending, other volunteer run activity). These mean people have less dependency on traditional services such as homecare packages.</p> <p>The market needs to be aware that we will be rolling out this approach across Somerset, though we recognise that each community will have different needs. We want the market to continue to engage with us as we do this. We expect that this will result in a:</p> <ul style="list-style-type: none"> - significant reduction in the numbers of people being formally assessed - significant increase in the numbers of people given advice and information and connected with things going on in their community that enable them to live independently - reduced numbers of placements and amounts of home care provided.
Adult Social Care: Homecare	<p>Through the promoting independence agenda across adult and children's social care and healthcare we will need a workforce which has the skills and approach which better enables people to build on their capacity and connect to the community. We are already seeing how micro-providers (often 1 person) are vital for offering a diverse market for individuals who are funding their own care themselves or through a direct payment or personal budget. They can provide some of the best tailored support arrangements, showing considerable creativity and variety.</p>	<p>Diversification and localised provision is the key to successful and meaningful service provision. As more Adult Social Care customers are supported to live independent lives at home this will require a workforce that can deliver a wider range of services. This will include outreach, homecare and out-of-hours care (including affordable night care). The workforce will need a broader set of skills focusing on enabling independence, supporting customers to make better use of assistive technology and better management of risk.</p> <p>We aim to ensure that all professionals and staff who work with adults and children and young people understand and adopt a 'think family' approach, are alert to the effects of adult behaviours on children and young people and know how to take action to respond appropriately.</p>

Our Plans		What does this means for the market?
Adult Social Care: Intermediate Care	Hospitals are one of the key 'front doors' into the care system. Too often the care that people need is over-prescribed and this can contribute to delayed discharge, and if we assess when people are in crisis then we may not give them what they need long term. A key element of our promoting independence model is recognising that if we focus on people's strengths then we can enable even more people to live independent lives after a spell in hospital. We will need to work closely with the market and Somerset Clinical Commissioning Group to design and implement a new model of intermediate care.	<p>Work with us to design and implement an intermediate care model for this that is based on a reablement strength based approach, or an approach which enables people to regain independence as quickly as possible.</p> <p>Engage with us to develop integrated systems of community led support – joined up services across primary and secondary health and social care</p> <p>Inform the continuing development of the STP to deliver integrated affordable commissioning and operational solutions which understand and reduce demand and cost on the system</p>
Adult Social Care: Care Homes	In line with our Promoting Independence model we believe that people's outcomes are better when we focus on how we can enable them to live independently at home or within their community	We continue to reduce our number of placements in long term residential and nursing care for the elderly and seek providers in the sector who can rehabilitate people and provide intermediate support prior to a return home.
	The Council and Somerset Clinical Commissioning Group (CCG) have agreed a joint Quality Policy [http://www.somerset.gov.uk/policies-and-plans/policies/adult-social-care-policies/] which focuses on care delivery, recognising and sharing best practice, and helping the sector develop and solve problems	Residential and Nursing providers are encouraged to look at innovative approaches to care including discharge to assess options and work closely with the Local Authority, the Clinical Commissioning Group and Health Trusts. Providers should welcome challenge and support including from our Care Home Support Team
	We are committed to providing a joined up approach across health and social care and this market can be a part of that.	Somerset needs a joined up health and social care accommodation strategy with key principles and a menu of options that suit need.
Learning Disabilities	<p>We aim to continue to significantly reduce the number of long term residential care packages we commission for people with learning disabilities.</p> <p>Our default position is that we do not wish to:</p> <ul style="list-style-type: none"> make any new out of county residential care placements and return any one currently placed out of county to Somerset place any young people in residential care <p>Where a person has already been placed in residential care we will support them to move to alternative provisions with the aim of promoting independence and enabling them to live with, and be part of, their community.</p>	Providers should focus on enabling and community environments which are proven to deliver better outcomes for all but the most complex of customers. Large homes or shared living should be a choice not a default and we would expect people to be able to choose who they live with and what shared facilities (if any) that they require.

Our Plans		What does this means for the market?
Learning Disabilities	<p>Somerset County Council will adopt a Progression Model for all support provided to people with learning disabilities, including those identified within the Transforming Care plan. This will focus on people's aspirations and strengths to maximise and proactively promote independence. We expect all providers that we work with to:</p> <ul style="list-style-type: none"> • Be aspirational for everyone they support • Adapt and work differently to support the goals of enabling people • Ensure that people are supported to help themselves, access support and facilities within their local communities and build or retain as great a level of independence as possible. 	<p>In line with our Progression Model we expect our learning disabilities providers to provide innovative packages of care and/or support with a mix of solutions, using technology where appropriate, with minimal or enabling interventions and corresponding reductions in the level of support as people progress.</p> <p>In line with our progression model we expect a positive approach to risk alongside a focus on what people can do. This includes progression to achieve real, paid, employment in place of historic "work preparation" and similar day service models where they still exist.</p> <p>Providers will be expected to proactively seek collaborative approaches to developing services, recognising the skill sets that exist within a person's own network, the community and in the third sector.</p> <p>While we recognise that "independence" will be different for each person, we expect all services to include progression focused outcomes which will proactively monitor and adjust as each person progresses.</p>
	<p>We will continue to utilise a framework approach (the LD Open Framework or LDOF) which ensures individual support planning and increased choice for people and their families.</p>	<p>Providers wishing to support people with learning disabilities should register to be part of the LD Open Framework. Without this registration we will be unable to use their services in this area. The LD Open Framework is a fundamental part of how and what we will buy in this service area.</p> <p>Providers should note that we will not accept registrations from services where the support will be provided at a location that is not in a postcode sector that is wholly or partially within Somerset.</p>
	<p>Somerset County Council and Somerset Clinical Commissioning Group have together considered the options for the future management and ownership of the services that are currently run by the Council's Learning Disabilities Provider Service. The decision that they reached was to create a new social enterprise and transfer all or some of the services to it.</p>	<p>The new social enterprise is expected to begin operation during the spring of 2017. It will enable service modernisation and transformation through new and innovative ways of working that will improve the consistent delivery of high quality services.</p>

Our Plans		What does this means for the market?
Learning Disabilities	<p>Somerset County Council and Somerset Clinical Commissioning Group have jointly developed a Transforming Care Plan to support people who are placed in, or at risk of being placed in, specialist hospital settings to live in as independently as possible within local communities in Somerset. While, because of our historic ways of working, this is a relatively small group of people it is also a group with a range of highly complex needs.</p> <p>We expect these people to be supported in the community, not long stay residential care homes, utilising progression based approaches.</p>	<p>Providers wishing to support this group should consider how they could develop their offer in this area, noting that we wish to enable people with the most complex needs to live within, and be part of, their communities.</p>
Mental health	<p>Somerset County Council will review mental health services available across the County. Those with mental health conditions tell us that they need support but not to the extent that they lose the capacity to deal with issues themselves. Local informal support and accessible community support (often social rather than clinical) is proven to be more enabling and preventative than more traditional and formal services. We will use the 'think family' approach to ensure appropriate support is available for the whole family.</p>	<p>Our focus in re-tendering will reflect our aim of stimulating community responsibility, having localised support services accessible to all and enabling people to live within their community with de-escalating support needs. This will include reducing the spend and numbers of those in long term residential care and seeking providers who can provide services based on rehabilitation and building people's skills and confidence.</p> <p>We want to ensure that young carers of parents with mental health problems and drug and alcohol problems have access to advice and support and know how to call for help when needed. This needs engagement across partner and provider organisations</p>
Volunteering & apprenticeships	<p>We expect to see a greater role for volunteers in the future. Through our contract with Somerset You Can Do we have approximately 400 volunteers in areas as diverse as supporting people with learning disabilities, vulnerable children and driving people to hospital appointments. We are keen to understand and build on volunteer models which already exist in our communities. Alongside more traditional volunteer roles, encouraging a place-based approach and working with our partners and providers encouraging organisations to consider how they may support employer sponsored volunteering.</p>	<p>Local people are often the best people to support each other and take action to improve their environment. Individuals can take small actions that have a huge impact on their community through: volunteering, being a good neighbour and looking after their own health and wellbeing. We aim to ensure that vulnerable young people and families are more emotionally resilient and capable of resolving problems. We want to encourage them to be directly involved in helping themselves and to help others through volunteering or peer mentoring. We expect that the role that volunteers can play will be considered in every future contract we let</p>

Our Plans		What does this means for the market?
Volunteering & apprenticeships	Through our key partnerships with business, education and skills providers we are working to deliver the workforce Somerset's businesses need now and in the future, including through a drive to increase the number of apprenticeships this will provide more opportunities to develop a workforce for the future that have the skills employers need. Somerset County Council itself aims to recruit 100 apprentices every year.	We will support businesses in understanding the inclusion and diversity agenda inherent in the different career pathways apprenticeships offer. They are a real opportunity to recruit differently and from a more diverse background than the standard graduate recruitment model. We need market support to raise awareness of the career route options available through apprenticeships, for example, you can progress onto higher/degree level apprenticeship and ultimately into senior management roles.
Transport Infrastructure	We will aim to provide an enhanced and more resilient road and rail infrastructure for Somerset, with better connectivity regionally and with London and the South East. Examples under this programme include the A303/A358 improvement programme, the M5 junction improvements and the Peninsula Rail Task Force 3 point plan.	These improvements will be provided by the rail industry and Highways England but Somerset County Council works to evidence the need for these investments. We have a long-term professional services supplier to help us develop our transport and economic evidence, but occasionally we need targeted specialist consultancy support.
	We will explore the expansion and continuation of local transport schemes across the county.	Somerset County Council has created a dynamic purchasing system for transport contracts. We are also seeking to create a multi-lot framework and a professional services framework to support delivery of highway improvement schemes covering services such as project management, quantity surveying and cost consultancy. There will also be specific procurement opportunities for construction of major local transport schemes.
Infrastructure for growth	We will work with business, government, partners and communities to explore the viability of a new 'garden town' in the county to provide new homes for Somerset residents and skilled professionals	Progressing this ambition is likely to require specialist advice and consultancy expertise to augment the knowledge and professional expertise within the Council and its partners. This work is at a formative stage and we welcome insight into delivery models and good practice that the market place is aware of, both nationally and internationally.
	We will work with business, government, partners and communities to develop Energy initiatives – ensuring Somerset is at the heart of discussions about solar power and tidal lagoons and is at the vanguard of developments.	We will work with business, government, partners and communities to explore the potential for energy generation, storage and energy efficiency measures. We are interested in new ideas and innovative practice from the market place and, where practicable and appropriate will look to support and facilitate the market to progress them.

Our Plans		What does this means for the market?
Infrastructure for growth	Attracting inward investment into Somerset is an important component of our economic strategy. We will work with public and private sector partners to secure new investment into the county through targeted promotional activity and a joined up and responsive approach to the needs of potential investors. We periodically commission specific marketing initiatives for this activity, often jointly with other partners.	Our financial resources available for this activity are limited. We therefore welcome insight into cost effective and innovation means to undertake well targeted promotional activity and customer relationships relating to inward investment prospects. In particular we recognize that there is a growing and dynamically changing digital and social media dimension to this activity that may result in new opportunities. We welcome the involvement of our strategic partners and key contractors in initiatives designed to demonstrate that Somerset is a competitive location for business.
	We aim to achieve universal superfast broadband infrastructure and address gaps in mobile infrastructure.	Somerset County Council is working with local authority partners across Devon and Somerset to extend superfast broadband and mobile infrastructure across areas which are commercially unviable for investment. We are looking for innovative and creative approaches from infrastructure providers to enable resilient and cost effective solutions, with a particular focus on more remote areas and closing gaps in infrastructure provision. Early adoption and maximization of utilization of infrastructure created are also important and we rely in large part on the market place for these outcomes.
	We aim to use Higher Education as a catalyst for growth through improving higher level skills availability and increasing business performance through greater engagement with the Healthcare Environment & Infrastructure (HEI) knowledge base. This will include a National Nuclear College South West and the County Plan ambition for a University of Somerset.	We will work with business, government, partners and communities to explore the viability of a University for Somerset to address the issue that young people are forced to leave the county to boost their prospects.
Business Support	Small businesses are the bedrock of Somerset's economy and are critical to future economic growth in the county.	We encourage contributions from our strategic partners and key contractors to supporting small business development in Somerset, including through mechanisms such as business mentoring, local supply chain awareness and engagement and supporting local business networks. Examples of these and similar activities form part of our Social Value Policy Statement.
	We may as part of particular commissioning initiatives seek additional business support outcomes as part of the procurement specifications. The Heart of the South West business growth hub is a service commissioned by Somerset County Council on behalf of the Heart of the South West LEP to inform small businesses across Devon and Somerset of business support availability from the public and private sectors.	We are keen that the County Council's suppliers and partners supporting small businesses actively engage with the growth hub. As part of this we believe that it is important that specialist business support providers operating in the county engage with and promote the growth hub.

Our Plans		What does this means for the market?
Business Support	<p>We will support the creation of workspace in areas of market need and ensuring that effective, growth orientated support is available to small businesses.</p> <p>Somerset County Council has an existing network of enterprise centres providing n start-up and growth workspace in areas where private sector provision is limited. We also have a programme of planned future investment to extend this network.</p>	<p>We welcome insight and innovation from the market place in the delivery of this infrastructure – both through the procurement process and informal engagement prior to construction procurements.</p> <p>We would also welcome mutually appropriate collaborations with business support providers, technology providers and others to strengthen the offer to small businesses through these centres, including their role as local “hubs” for business support and opportunities to “showcase” technologies and services</p>
	<p>Social enterprise and VCSE sector support: We will work with the Local Enterprise Partnership and other VCSE partners to deliver specific support targeted at the growing social enterprise sector. Working in partnership we intend to bid for further funding to support this sector</p>	<p>If you are new or established Social Enterprise looking for loan finance then the Somerset Community Foundation, with funding from Somerset County Council, provide loan finance to support new and established social enterprises. For further information visit http://www.somersetcf.org.uk/apply-for-a-grant/Somerset-Social-Enterprise-Fund.</p>
	<p>Somerset’s economy has particular opportunities for future growth and productivity improvements in key business sectors, including nuclear, aerospace and agri-tech. Promoting and facilitating innovation, investment and growth in these activities and other growth orientated sectors is a key priority.</p> <p>We are planning and developing dedicated sector facilities, including the Somerset energy innovation centre and the proposed iAero centre in Yeovil, as part of our approach to this. Our business model for these centres involves brokering the initial investment needed to establish these facilities before commissioning their ongoing operations and development via a commercial provider capable of providing holistic business growth support and facilities management.</p>	<p>We need to work closely with businesses in these sectors, our own and neighbouring Local Enterprise Partnerships, business support organisations and academia to understand what is needed to facilitate growth in these sectors.</p> <p>We expect providers to have expert knowledge of the sectors concerned and the principles of growth and innovation.</p> <p>We are looking to strengthen our profile with organisations in this relatively specialised field based on our future growth opportunities and welcome dialogue with them about these opportunities, different operating models and innovative approaches to delivery.</p>

5. How we can continue our dialogue

	Service Area	Lead Commissioner	Commissioning Managers	How are decisions made and direction of travel agreed?			How do we engage with partners*	How do we engage with VCSE + other providers*	How do we engage with services users + reps*
People	Public Health	Trudi Grant Tgrant@somerset.gov.uk	Louise Woolway Lwoolway@somerset.gov.uk	Somerset Health & Wellbeing Board	Somerset County Council Cabinet & Council	Somerset Children's Trust	Somerset Safeguarding Adult's Board	Social Enterprise Network Somerset	Carers Voice Somerset
	Adults & Health	Stephen Chandler STChandler@somerset.gov.uk	Tim Baverstock TDBaverstock@somerset.gov.uk Steve Veevers Sveevers@somerset.gov.uk				Somerset Safeguarding Children's Board	Somerset Mental Health Hub	The Homecare Providers forum
	Children, Families and Young People	Julian Wooster Jwooster@somerset.gov.uk	Philippa Granthier Pgranthier@somerset.gov.uk Louise Palmer LZPalmer@somerset.gov.uk				Somerset Growth Board	Registered Care Providers Association Somerset (RCPA)	Adult Social Care Service User Engagement Group
Place	Highways and Transport	Paula Hewitt PRHewitt@somerset.gov.uk Michele Cusack Mcusack@somerset.gov.uk	Mike O'Dowd Jones MODowdJones@somerset.gov.uk				Somerset Chamber of Commerce	Children's Social Care Stakeholder Forum	Somerset In Care Council and Leaving Care Council (SICC / SLCC)
	Economic Development		Paul Hickson Phickson@somerset.gov.uk				One Team	Community Catalysts	Unstoppables
	Community Infrastructure		Barry James Bjames1@somerset.gov.uk					Somerset Voluntary, Community and Social Enterprise Forum	Youth Parliament
	Customers and Communities	Simon Clifford SCLifford@somerset.gov.uk	Jan Stafford JASTafford@somerset.gov.uk					Learning Disability Provider Service Carer Network	Somerset Parent & Child forum
Cross cutting	Commercial Development and Procurement	Richard Williams RWilliams@somerset.gov.uk	Donna Fitzgerald DMFitzgerald@somerset.gov.uk Carly Wedderburn Cwedderburn@somerset.gov.uk					Healthwatch Summit	
							General or cross-cutting contact: Mickey Green mcgreen@somerset.gov.uk		

* Not an exhaustive list

Groups and Forums – what do they do?

The Somerset Safeguarding Adults Board (SSAB)	The Somerset Safeguarding Adults Board (SSAB) is a statutory body established by the Care Act 2014. It is made up of senior people from organisations who have a role in preventing the neglect and abuse from adults. Its main objective is to protect all adults in its area who have needs for care and support and who are experiencing, or at risk of, abuse or neglect against which they are unable to protect themselves because of their needs.
The Homecare Providers forum	For Providers of Homecare Services to share good practice and develop partnership working. Home Care is the provision of routine personal care, household services and practical care that is necessary to enable an individual to maintain a reasonable measure of health, hygiene, safety and ease in their own home.
The Somerset Safeguarding Children Board (SSCB)	The Somerset Safeguarding Children Board (SSCB) is the statutory, multi-agency partnership with responsibility for coordinating, monitoring and challenging all activity relating to safeguarding children and young people living in Somerset. Safeguarding Children Boards were set up as a result of the 2004 Children Act and are regulated by that law.
Children's Social Care Stakeholder Forum	A forum for providers and partners involved in the delivery, development and commissioning of children's services. The forum provides an opportunity to share best practice, influence strategy and service development, and develop partnerships across the sector.
Somerset Growth Board	The Somerset Growth Board comprises Somerset local authorities, business and FE representatives. It is responsible for developing and reviewing the Somerset growth plan and establishing shared Somerset priorities to influence the LEP. Also provides a mechanism for agreeing local joint commissioning and joint activity for economic development services (eg inward investment).
Heart of the South West LEP Board	The LEP Board comprises of business, LA, Fe and HE representatives and acts as the key interface with Central Government about the economic growth priorities of the Heart of the South West area. It is responsible for developing the area's strategic economic plan and negotiating Growth Deals and other strategic investment with Government.
Carer's Voice Somerset	An influencing body concerned with improving the lives of carers in Somerset. You can find Carer Information and advice on the Somerset Choices Website. [www.somersetchoices.org.uk]
Registered Care Providers Association Somerset (RCPA)	RCPA provides a gateway, facilitating the exchange of information and ideas and the fostering of best practice amongst its members.
Social Enterprise Network Somerset	A support hub for new and existing social enterprises in Somerset.
Somerset Mental Health Hub	A collaboration of 38 voluntary organisations who provide direct or indirect services to those experiencing poor mental wellbeing or those who provide care and support.
Community Catalysts	Community Catalysts is a Social Enterprise established by and working in close partnership with the charity Shared Lives Plus.
Somerset Voluntary, Community and Social Enterprise forum	The Somerset VCSE Strategic Forum brings together representatives, each with a mandate to represent a significant section of the sector, with senior staff from the County Council, District Councils, Clinical Commissioning Group, and other key county-wide services to enable an exchange of information and views for the benefit of Somerset's people.
Adult Social Care Service User Engagement Group	Provides opportunities to test and discuss new ideas with service users.