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every day



# Accommodation with Care & Support

## Adult Social Care Commissioning Market Position Statement 2021-26

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**Kent  
County  
Council**  
kent.gov.uk



# Contents

Our Message to Providers.....	3
Our Commissioning Priorities.....	4
Current Services.....	5
Our Current Supply.....	6
The Workforce in Kent.....	9
Current Demand .....	10
Our Future Needs.....	12
Our Intentions .....	17
What We Want from Our Providers .....	18
Social Value.....	19
Our Environment & Climate Change Commitments.....	20
Our Promise to Providers.....	21
Additional Information.....	22

# Our Message to Providers

**KCC commissions a variety of accommodation options for older people, people with a learning disability, people with a physical disability and people with mental health requirements.**

For all adults living in Kent who have a social care need, the aspiration is always for them to remain in their own home as far as is possible where this is what they choose, and to build in care and support that wraps around them in their own environment. However, we recognise that this is not always possible; **some people will have needs that can only be met in a bespoke accommodation setting**, and some people prefer to have their needs met in an accommodation based setting. In addition, many people require accommodation based care on a short term basis. Having the right accommodation based options is essential.

There are currently **514** care homes in Kent, of which:  
**285** are **older persons' homes** with a total of **11,918 beds**  
**197** are **Learning disability homes** with a total of **1,626 beds**  
**19** are **physical disability homes** with a total of **430 beds**  
**13** are **mental health homes** with a total of **244 beds**  
There are **26 Extra Care schemes** with a total of **1,359 units**

The majority of Kent residents live in care homes that are rated either 'Good' or 'Outstanding' by CQC, the regulator – that is **426** of the **514** care homes in Kent, as of November 2020

In addition, there is **in-house provision** operated by the Council which offers care to older people, people with a learning disability and people with a physical disability, delivered across ten sites, comprising a total of **257 bed spaces**.

As there will always be cases of individuals who cannot have their needs met in their own home, Kent requires fit-for-purpose care homes, with highly skilled staff who are able to work effectively with residents, who often have long-term and very complex conditions.

## The council aims to:

- **develop high-quality accommodation** with care schemes **offering real choices** to older people and people with disabilities across Kent for both short and long term care
- ensure both rented & ownership sectors are catered for in mixed developments
- stimulate and **develop the wider market** outside of our strategy for purely ownership sector
- recognise that whilst overall demand for residential care is decreasing, the requirement for **specialist accommodation** such as that for people with disabilities, people with dementia and people requiring high quality nursing care is not decreasing
- **support the economic security** of high-quality local providers through an offer of the wider support available to them via the Council
- recognise that there is no single model of accommodation to meet the needs of Kent residents
- **work with partners** in Kent and Medway CCG, the CQC and district councils and a whole system that is agile and responsive to the needs of Kent residents
- deliver at a strategic level, whilst still understanding the importance of **local need** and reacting to **local demand**
- flexibly **utilise the assets in Kent** as part of public service design and delivery
- continue to **think beyond the limits of our statutory powers**

The excellent examples of collaboration across our own services and with partner organisations in COVID-19 response and recovery must be harnessed and utilised going forward.

# Our Commissioning Priorities

In order to deliver effective services that meet the needs of Kent residents, the council will focus on the following commissioning priorities. These should be read in conjunction with our other Market Position Statements.

## We will:

- Commission in a way that **addresses the needs** and requirements of Kent residents
- **Prioritise contracted providers** who have demonstrated a history of working in partnership with KCC
- **Prioritise those providers rated as CQC Good or Outstanding** as partners
- Ensure the needs of those entering accommodation services are met effectively
- **Respond** to reduced levels of demand, but increased levels of need, by reducing the market where appropriate, to ensure we have the correct **capacity** at the appropriate level
- **Encourage necessary growth in the specialist services segment of the market** and to control and eventually reduce part of the market to balance this growth
- **Promote** the use of current, new, and innovative digital and **assistive technologies** within accommodation services for adults
- **Ensure that accommodation with care is able to meet the requirements of future generations**, and that it plays a pivotal role at the heart of the community, ensuring that Kent towns and villages are active, thriving and stronger places in which to live
- Get the correct **balance of provision** between Housing with Care and residential care homes, based upon need
- Ensure Kent has **fit for purpose** accommodation with care, with highly skilled staff, who are able to work effectively with people who often have long term and very complex conditions
- **Block purchase**, where required, with high quality providers of specialist older person's care, such as complex dementia
- Widen accommodation with care **choices** for all people with a recognised social care need

## Asset based commissioning will be used in the commissioning of accommodation with care services in the following ways:

- As well as using this opportunity to stimulate the accommodation with care market to re-shape, this is also about **considering the role played by individuals and communities** as self-helpers and coproducers of outcomes
- Consider the person's **whole journey** through Adult Social Care, not just their accommodation needs
- We will work with the market to **develop high-quality options** that meet these requirements
- We will work with Kent residents to identify what they wish to see from accommodation with care for themselves or their loved ones
- We will have high expectations of the providers of our services, and we will pay a **fair price** for these high-quality services
- We will continue to use the **locality commissioner model** to ensure that local demand and local needs are understood and taken account of in our commissioning

# Current Services

**Current Accommodation with Care & Support services are delivered to residents with a variety of support needs. These services include:**

## **Residential and Nursing Care Homes for Older Persons**

Residential care homes for older persons provide accommodation and personal care for people who need extra support in their daily lives, which cannot be delivered within their own home.

Nursing care homes offer a higher level of personal care and may have a qualified nurse on duty at all times. They often have more staff than residential homes. They are for people who are too frail or sick to live alone, but not ill enough to need hospital care. KCC commissions nursing care placements for people who require nursing care, in instances where their social care need is greater than their health care need. Continuing Healthcare (CHC) placements are made when a person's health needs prevail over their social care need.

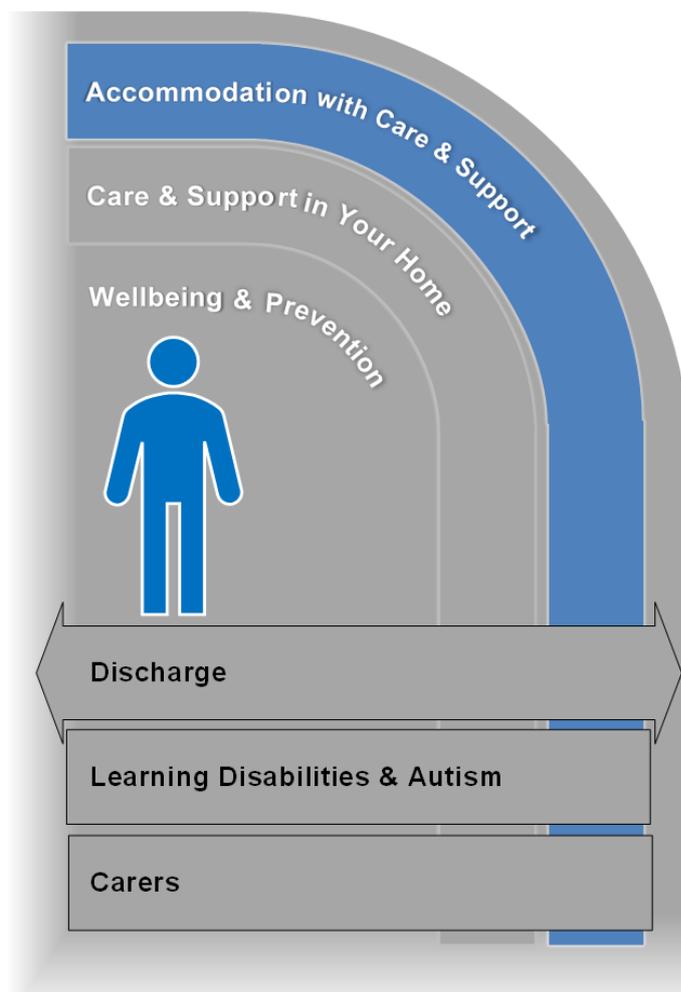
## **Housing with Care**

Housing with Care is for Older People aged 55+ and is a significant enabler for the council to achieve its strategic objectives. It can provide an alternative to residential and nursing care and is designed to promote individual wellbeing, safety, and independence, by helping people do as much as they can for themselves, and allowing them to live in their own home.

## **Care Home Services for People with a Learning Disability, People with a Physical Disability, and People with Mental Health Needs**

These are residential care home services for those individuals, aged 18+ who have been assessed as requiring a residential care service, whose primary assessed need is in relation to a Learning Disability, Physical Disability, or Mental Health.

Some individuals who require accommodation based care, may have previously received care and support from the council's children and young people's services. We are committed to working as part of a whole system to ensure that when an individual needs to transition into adult accommodation-based services from children and young people's services, their **transition is seamless**, through us working together, with them and their support network.



# Our Current Supply

With a land area of 1,368 square miles, Kent has over 500 care homes and 26 extra care schemes, delivering accommodation-based care to those who require it across the county. These services need to offer the right environment for people who will require it in the future, such as for those with complex needs, like dementia.

## Residential and Nursing Care Homes for Older Persons

Kent has a complex mix of small, medium, and large care homes, 55 per cent of which are registered residential and nursing care homes for older persons. However, when considering bed spaces in Kent, over 85 per cent of beds are for older persons, the overwhelming majority.

Kent has seen a steady decline in small independent care homes with client numbers under 30 over the past five years. New care homes that have been built in the past 2 years have had an average of 72.5 beds, for reasons of economies of scale and because they are overwhelmingly being built by national organisations.

However, there is a rich and diverse supply of small and medium providers who are based in Kent and the South East who offer residential and nursing care. It is important to KCC that high quality locally based providers remain in Kent. The majority of care homes in Kent are operated by independent or regional providers.

Kent operates a Guide Price system for older person's care homes and categorises needs into four levels which are **residential**, **residential high**, **nursing** and **nursing high**. Providers can tender an indicative price which may or may not be the same as the council's Guide Price.

**The total number of KCC funded people in older person's care homes is falling.** In August 2019, there were a total of 3,240 KCC funded people in Kent care homes, whereas in September 2020 this number had dropped to 2,682. The biggest percentage reduction has been seen in nursing placements and residential medium placements, whereas residential high placements have seen a smaller reduction.

The independent business intelligence provider **LaingBuisson** previously forecast that numbers in residential care would fall to its lowest in 2020 and would then begin to increase once again; this was forecast prior to the Covid-19 pandemic.

**23% of the market is larger or national providers**

**77% of the market is SME providers**

	Number of Homes	Number of Beds
<b>OP Residential &amp; Nursing</b>	285	11,918

## Housing with Care

Housing with care, or extra care housing (ECH) as it frequently referred to, is no longer 'new'; it has been commissioned by local authorities since the early 2000s, driven at the time by the programmes, support and capital funding from the Department of Health, administered by Homes England.

The drivers for authorities have included:

- reducing demand for social care and, more specifically, to reduce adult social care spending, with extra care housing being seen as a direct lower cost alternative to both residential care and use of intensive packages of domiciliary care for older people living in mainstream housing
- to widen housing choices for older people and people with long term conditions e.g. dementia
- to promote development of long term housing capacity for older people aimed at the self-funder market, i.e. to facilitate market retirement housing expansion to enable older people to 'right size' and better manage their own housing and care/support requirements as they age

Over the last 15 years, the vision, scale, and commissioning of extra care housing and other types of retirement housing has varied significantly between local authorities. In Kent, the county council and its partners have drawn on a variety of capital funding sources, including the Department of Health capital programmes, Homes England Funding and PFI.

The **Housing with Care** scheme is seen as an asset to the community, providing services for local people such as drop-ins, GP consultations and classes. Its accommodation also offers step down and rehabilitation opportunities to enable people to be discharged from hospital quicker and to a home-based, less institutional, environment. Intergenerational initiatives are also possible, where a crèche or nursery are provided on site that encourages people of different generations to connect and share life experience. One of the key principles of housing with care is that it needs to be situated in the community, close to local amenities and facilities, to ensure that people within the scheme can stay independent and involved members of that community for as long as possible.

In Kent, there are currently **26 schemes** operating; they consist of a range of tenures, i.e. homes for rent, shared ownership, and private ownership, and all have onsite care and support services. Kent County Council has a commissioning relationship (provision of 24/7 domiciliary care commissioned by KCC) with **18 (72%)** of those schemes across the county, and access to **751** units of accommodation within those schemes through nomination arrangements.

### 100% of the market is larger or national providers

Tenure	Number of Units	% of market
<b>Social/Affordable Rent</b>	990	73%
<b>Shared Ownership</b>	125	9%
<b>Outright market sale</b>	195	18%
<b>Total</b>	<b>1,359</b>	

Number of Schemes	Number of Units	KCC nomination arrangements % of total supply (number of units)	Registered Social Landlord operated % of total supply (number of units)	Private Property Management operated % of total supply (number of units)
<b>26</b>	1,359	55%	91%	9%

KCC has **access to 76% of the total affordable accommodation units** in the market. This has been achieved, primarily through PFI funding and capital land deals to secure nomination rights.

Where KCC does not have a commissioning relationship with a scheme, 45% of units are affordable, whilst 8% and 46% are shared ownership and outright sale respectively.

### **Care Home Services for People with a Learning Disability, People with a Physical Disability, and People with Mental Health Needs**

Analysis of the learning disability, physical disability & mental health care homes sector found that over 200 trading companies operate in the Kent region and suggests a large and diverse marketplace of providers. However, this market is increasingly being dominated by a group of larger organisations.

These providers are a mixture of national ‘for profit’ and third sector providers, as well as smaller ‘for profit’ and third sector providers.

In line with national strategy, the aim of adult social care is to reduce the number of placements to care homes and to work with the market to develop and make available a range of alternative options, including increasing the use and availability of supported living options.

This is an active market with an overall oversupply in Kent. The future level of demand for care home placements will be for people with a greater level of need, and care homes will be required to respond to these needs. There are gaps in the market for the more specialist and complex level of needs services, and an oversupply of lower level services; therefore, there is a need to reduce and control the supply of lower level needs services, and fill the gaps.

**52% of the market is larger or national providers**

**48% of the market is SME providers**

Type	Number of Homes	Number of Beds
<b>Learning Disability Care Homes</b>	197	1,626
<b>Physical Disability</b>	19	430
<b>Mental Health</b>	13	244
	<b>229</b>	<b>2,300</b>

# The Workforce in Kent

There have been some excellent examples of best practice and an ongoing commitment to high quality care demonstrated across the sector in Kent, particularly during the Covid-19 pandemic.

The accommodation with care workforce in Kent are a credit to the sector. Over the last six months, many stories have emerged which highlight the amazing resilience and hard work going on within care services in Kent, to continue supporting service users in these difficult times, especially with many families unable to visit as usual. Faced with staff shortages, new demands on services and different ways of working, services have continued to operate. Workers have cancelled their annual leave, worked additional hours and some even left their own families to live at their place of work, to continue delivering care and support.

Recruitment and retention are serious concerns in the adult social care workforce, both in Kent and nationally. There has been a steady decline in the numbers of people choosing to enter the social care workforce sector for some time.

Following a recruitment campaign hosted by KCC during Covid19, it is clear that Covid-19 and the perceived risk of working in care homes has exacerbated this situation; as well as a lack of new entrants to this workforce, there are also many people choosing to exit the sector; feedback from providers has ratified this, despite significant work being undertaken by the council and providers to attract new and returning staff.

For both care and nursing staff, retention issues are often linked to the decision to work for the NHS as opposed to the private sector, as it is perceived that the remuneration and career progression on offer is preferable.

The council is thankful for the levels of commitment and dedication that continue to be demonstrated by the Kent workforce, and will continue to work with providers to invest in those delivering services.

**It is important that the Council support a diverse workforce in the care sector that reflects the local communities they serve. As such, we expect providers of accommodation-based care to be aware of the demographic make-up of their staff.**

Identifying recruitment and retention in the sector as an issue, the **Design and Learning Centre (DLC)** within the council has set up a variety of initiatives to support the recruitment and the retention of the social care workforce in Kent.

Examples include:

- The DLC part fund the Skills for Care **Well Led** program for Registered Manager development
- Promotion of fully funded Skills for care **Lead to Succeed** for deputy manager development
- A **free coaching** offer for Registered Managers providing mentor support
- Working with CCG colleagues to offer **free clinical training** to upskill the workforce
- Promotion of **Queens Nursing Institute grants** to fund qualified nurse development for nurses in nursing homes
- Additional support for managers via the twice-yearly **Kent Registered Manager Conference** and the 6 locality Registered Manager Network meetings

For more information visit:

<https://designandlearningcentre.com/hub-overview/>

# Current Demand

As the local authority, the council has a statutory responsibility for increasing support for people with the highest level of need.

## Residential and Nursing Care Homes for Older Persons

The total number of placements made by the council into care homes has steadily declined over the **past year**, with a notably sharper decline from April 2020 when the Covid-19 pandemic was escalating.

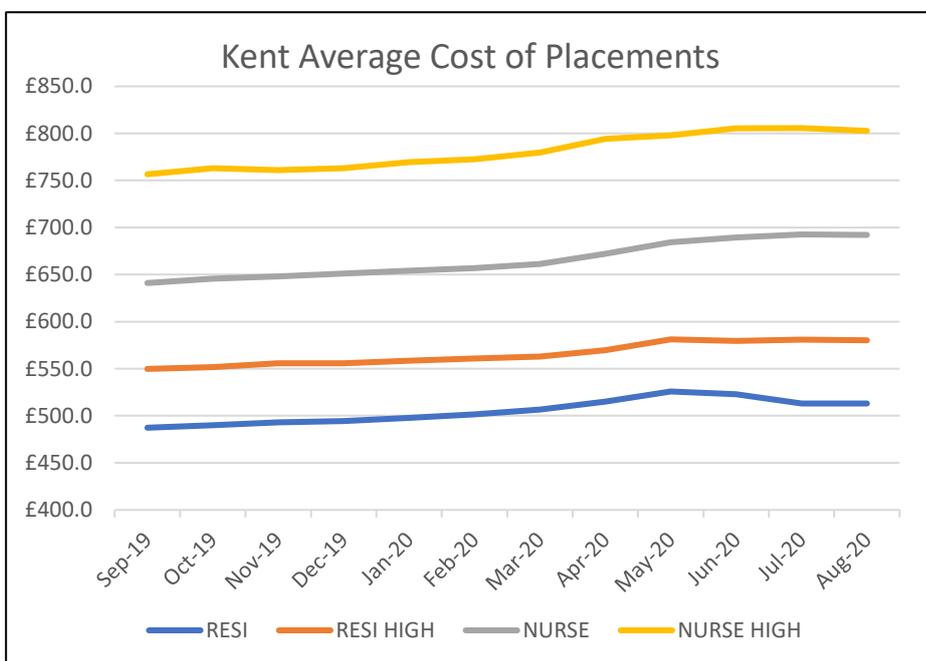
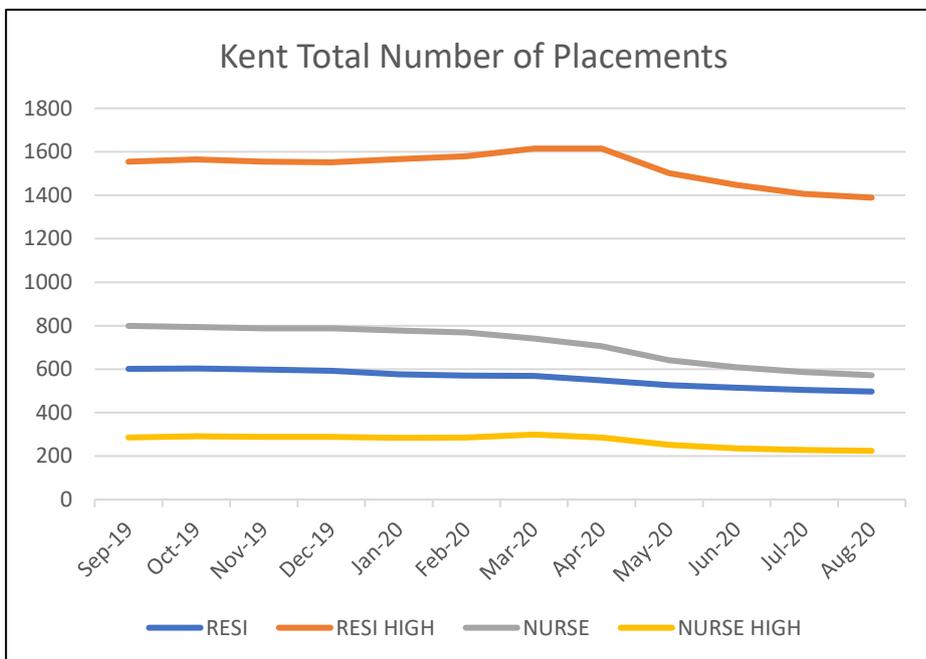
Demand for **residential high placements** is far higher than any other client group.

Demand for nursing high placements is the lowest, although when required these placements can be difficult to source.

Over the last five years, since April 2016, there has been a **steady decline in both residential and nursing placements**.

There has been a **19 per cent decrease** in all nursing long term placements from **April 2016 to April 2020**.

There has been a **13 per cent decrease** in all residential long-term placements from **April 2016 to April 2020**.

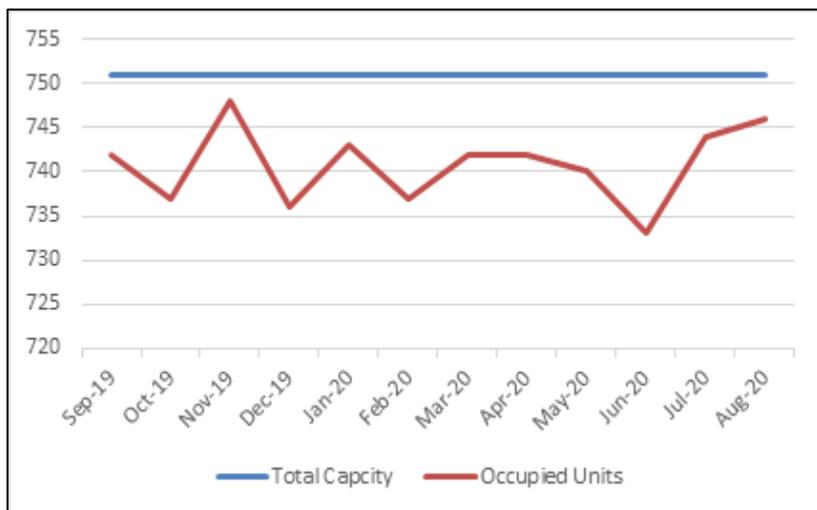


The council operates a **Guide Price system**, but providers are free to submit indicative rates of their own choice for each needs level.

For all levels of need, from residential through to nursing High, the average price paid by the council is higher than each of the Guide Prices. The difference between indicative rates and guide prices has increased since April 2020.

Demand for older person’s residential and nursing care has been falling steadily, both in Kent and nationally. **The impact of Covid-19 has been felt in the care home market more than any other aspect of adult social care.** However, pre-Covid forecasts suggested that this fall would bottom out, before once again rising post 2020.

## Housing with Care



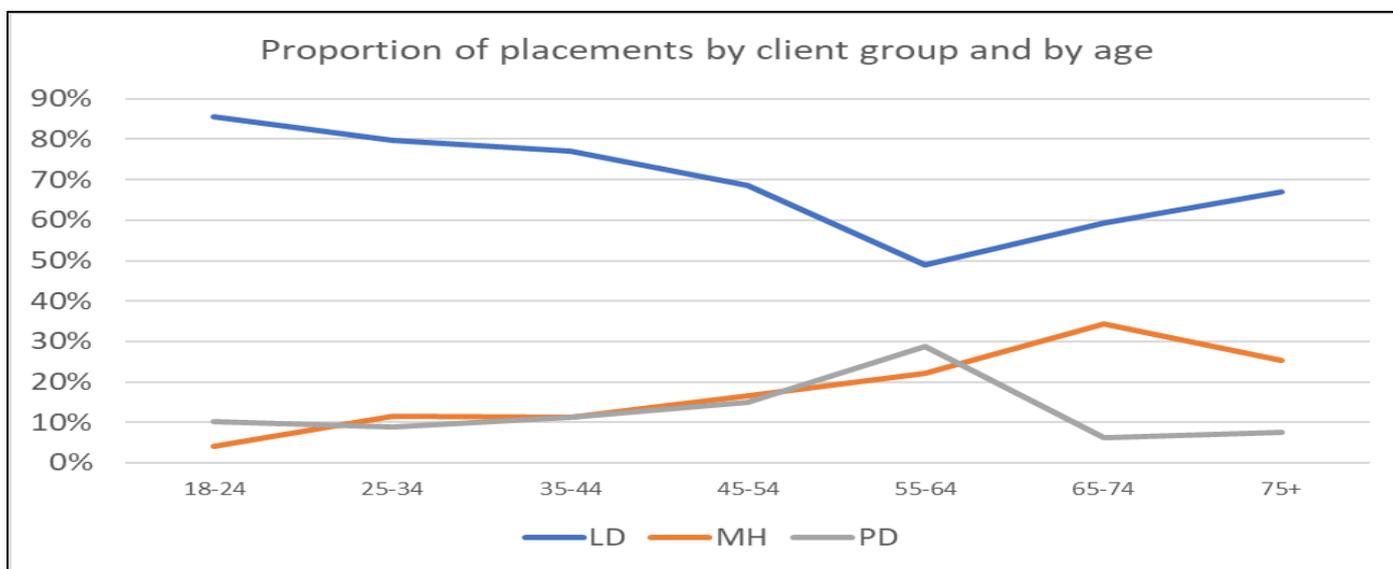
Demand for Housing with Care is not driven in the same way as other accommodation with care & support options. The council has access to 751 units of Housing with Care accommodation through nomination agreements.

The average occupancy rate from September 2019 to August 2020 for KCC units of Housing with Care was 99%.

The highest percentage of voids was in June 2020, with 2.4% unoccupied, which was due to a cessation on lettings in line with government guidance.

## Care Home Services for People with a Learning Disability, People with a Physical Disability, and People with Mental Health Needs

People with a learning disability make up the majority of placements within these services, but as age increases the proportion of people with a physical disability or mental health needs within these services increases. Some of this movement is a movement of people from one category to another, with a proportion of people with a learning disability aged 55 and over being managed by mental health teams. The number of people with a physical disability in residential care peaks in the age range 55-64 and drops sharply in the age range 65-74.



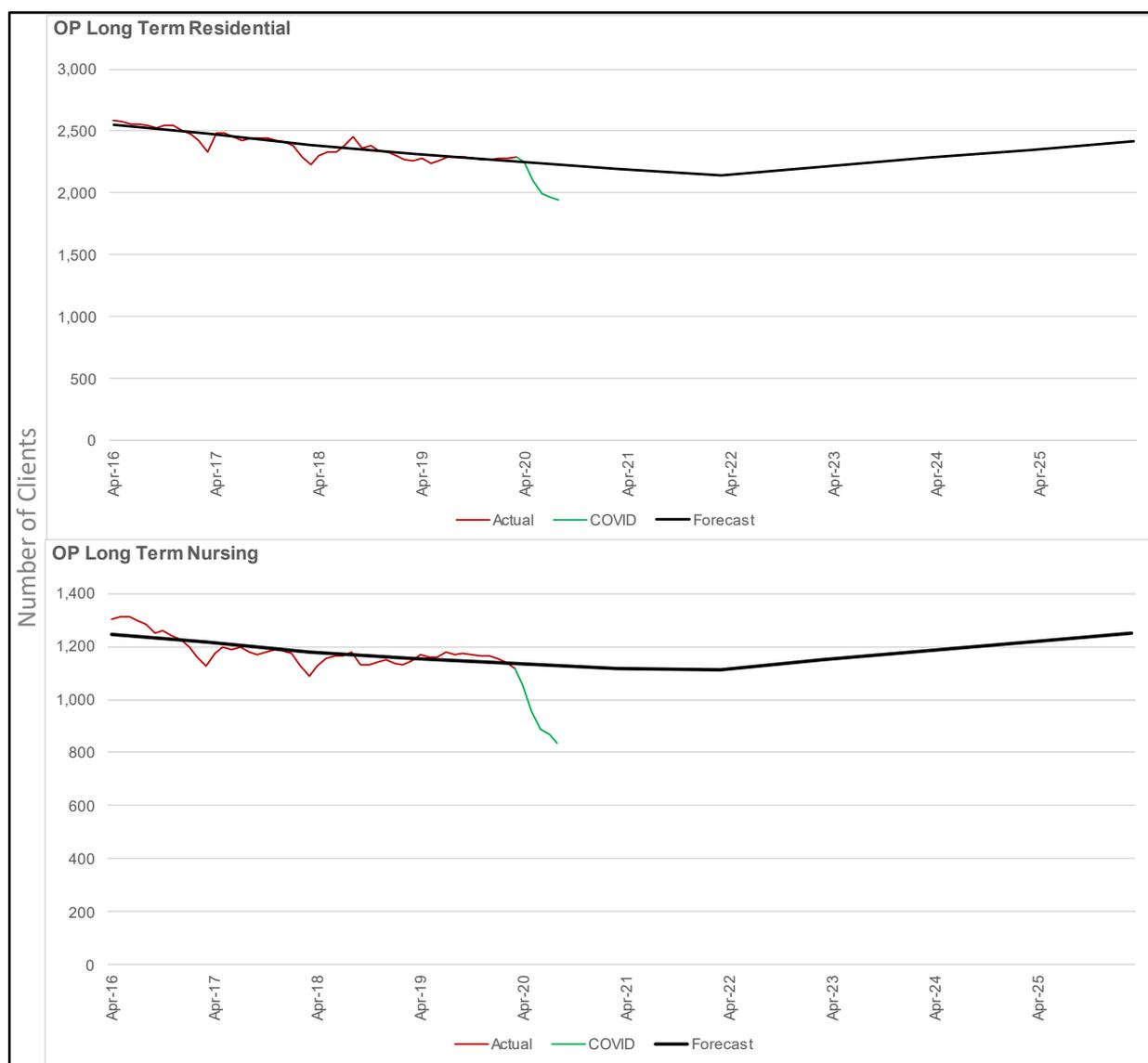
# Our Future Needs

## Residential and Nursing Care Homes for Older Persons

The **growth** of the **Kent population** overall is forecast to be **20.2%** up to 2026, but the forecast increase on those **85+** over the same timescale is **24.5%**.

Recorded **dementia prevalence** is increasing across Kent. The Kent average is **0.8%**; the highest prevalence is in Thanet at **0.9%**; the lowest in Dartford, Gravesham & Swanley at **0.62%**.

**51%** of people aged **65+** have **2 or more long-term conditions** recorded by their GP.



It is clear from mapping placement patterns, from trend-based forecasting, and from stakeholder feedback, that the overall **demand for residential and nursing care home placements is declining at present**. However, the impact of Covid-19 will some point in the future lessen and **we expect to see an increase in demand** for both residential and nursing care, as can be seen above, in line with population increases and people living longer with more complex conditions.

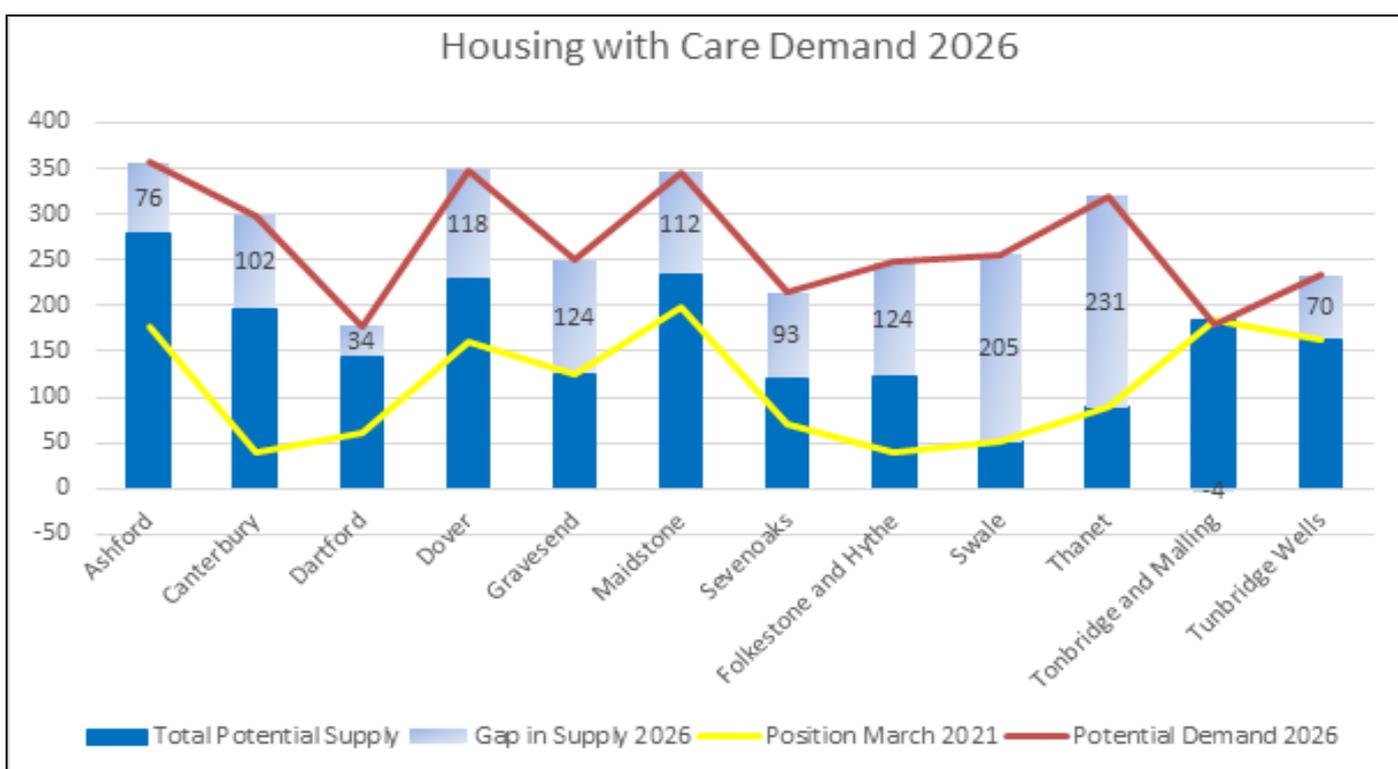
We will always require a diverse mix of services that can offer high quality residential and nursing care, and in the future we need:

- **Less residential medium** care placements, as people choose to explore alternative ways to meet their social care needs, such as Housing with Care and Care & Support in their Own Home.
- **More residential placements for people with dementia** who have complex needs, and who may have behaviours which challenge. Feedback from all stakeholders shows this is linked to people living longer with more complex conditions, particularly those with dementia.
- **More residential placements for people with early onset dementia** as the numbers of people with a diagnosis of dementia earlier on in their life is increasing
- **All providers who wish to work with the council to enter into a contract** in order to do so. The council will prioritise contracted care homes for all placements
- **More providers who offer nursing placements for those with the highest level of need.** Whilst the number of residents who have these needs is relatively low, there is still not enough supply to meet the demand for these placements
- **More placements for people with multiple conditions**, as people are living longer, they are living with more complex and multiple health conditions
- **More placements for people with a forensic history** who require a care home placement
- **More placements for older people who have a learning disability** where their needs relating to their age are of primary importance

## Housing with Care

In addition to the current supply of housing with care, the council estimates **a further 1,287 units** of accommodation, across all tenure types, **will be required by 2026.**

If the demand for 2026 is achieved, the council estimates **a further 561 units will be required by 2031.**

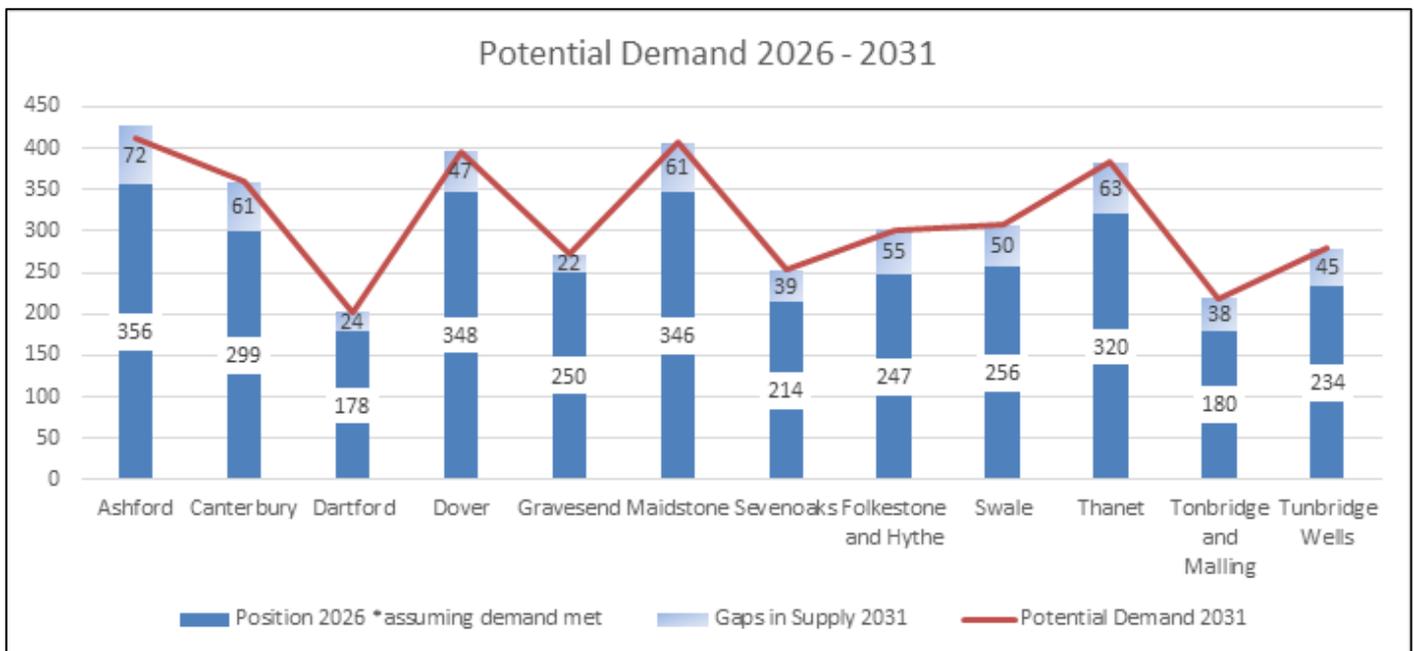


The Single Forecasting System (SFS) model developed by Strategic Commissioning, places a much greater emphasis on extra care housing being an alternative to residential care for a proportion of older people. Specifically, it is based on assumptions that in the future the need for residential care will reduce, with **6% shifting to home care and 30% to housing with care** (over a 10-year period). The model uses 2017 population forecast data and applies graded ratios by age for over 65s.

The model takes account of current supply and ‘pipeline’ development. In addition to the current supply of housing with care, **we anticipate a further 1,287 units of accommodation will be required by 2026**. However, if current approved or proposed planning applications fail to end in the development of a scheme, the gaps in supply will increase further.

Whilst most areas require some form of development, **priority areas are in Thanet, Swale and specifically the Isle of Sheppey**. Other areas for development include Dover, Canterbury (near the city), Gravesend and Folkestone & Hythe (Folkestone town).

The modelling suggests that Tonbridge & Malling have sufficient supply to meet demand.

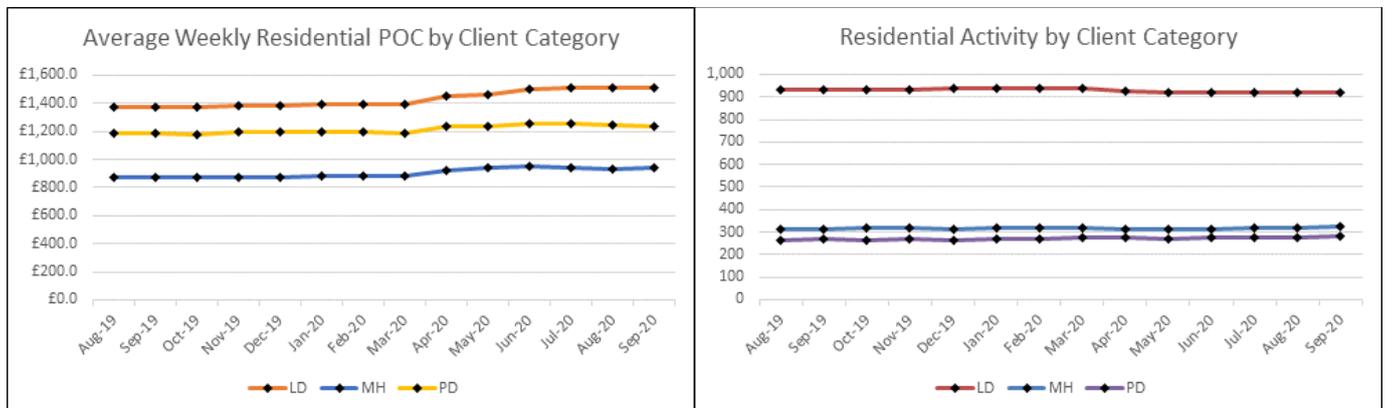


Using the same forecasting model, assuming that 2026 demand is met, the council forecast **an additional 561 units will be required by 2031**. There are numerous interdependencies that could influence the long-term forecast of needs, including, but not limited to, future pipeline of developments, accessibility of funding, and revisions to strategic plans within local authority areas and the council. Therefore, this forecast should be treated with caution.

### Care Home Services for People with a Learning Disability, People with a Physical Disability, and People with Mental Health Needs

If past trends continue into the future, and we see continued improvements in life expectancy for individuals with a learning disability, then by 2028 we can expect a requirement for additional residential care placements for the client group; however, these individuals are likely to have much more complex conditions.

Although the need for residential placements for people with a learning disability has a lower percentage growth rate than other client groups, this client group accounts for the largest number of placements, with a predicted 140 additional residential placements required by 2028; this is due to people with a learning disability accounting for 66% of all current placements.



However, the need for residential care may reduce, in line with current national and local strategies, through continued investment in community services, and more local focus on the development of alternative options, such as Supported Living; utilising targeted approaches, a 10% reduction in demand by 2028 across all client groups and all ages up to age 65 is a possibility.

There is capacity in the current market to cover any changes in demand and maintain an overall oversupply. We know that future residential placements will need to cater for more complex and specialist needs, and although the volume in the market may reduce, there will be a need for providers to alter the type of services they offer to meet the needs of individuals.

We expect a decrease in lower need services and an increase in the requirement for specialist homes.

In the future we need:

- **Fewer placements that provide support for lower level needs**, as people choose alternative services, such as Supported Living
- **More placements that provide specialist and complex support** for people with a greater level of need and people with a forensic history
- **More placements for older people who have a learning disability** where their needs relating to their age are of primary importance
- **More residential placements for people with a disability who have dementia** and more complex needs.

## Infrastructure

**High quality accommodation is not just about new build settings.** It is about the setting being appropriate for the needs and wishes of the people who reside there. We recognise that many people prefer smaller settings that have not been purpose built.

However, having **purpose-built accommodation ensures that the specific needs of individual residents can be met more easily**, as the accommodation has been designed and built with those needs in mind. The physical layout of accommodation is significant; this is coupled with the importance of enabling digital innovation throughout, preferably embedded.

**KCC welcomes conversations with those wishing to develop social care accommodation.**

## Technology

The **Being Digital Strategy** (2019-2021) for Kent County Council Adult Social Care and Health set out the strategic direction for, and helps to enable the delivery of, digital innovation and technology, to transform and support our operating models. We want to support people to achieve the best possible health and wellbeing outcomes and live independent and fulfilling lives by using digital innovation and technology, through:

- **Embedding intelligent information and new technologies** that promote individual health and well-being to empower people to self-manage and allow them to effectively access services
- **Developing a more productive, competent, and confident workforce** in KCC and in the care sector, with access to the tools and information needed to provide high quality care and support
- **Working closely with key partners** across Kent to ensure we seek opportunities to collaborate, innovate, and share information, to deliver better outcomes for people

As part of this, **the council expects all providers of accommodation with care to embrace and invest in digital technology** within their services to support individuals within their care.

This includes:

- using **assistive technologies to support those who are frail or vulnerable** to remain as independent as possible
- using **electronic care planning and online Medical Administration Records** for accurate and timely support
- using **electronic devices to support a resident's wellbeing**, such as facilitating virtual visits through video calls

**We have not determined these requirements alone.** We have taken every opportunity to engage with our stakeholders, through a mixture of surveys, workshops, round-table discussions, one-to-one meetings, and experience feedback. We have sought the views of:

- |                              |  |   |
|------------------------------|--|---|
| • Service Providers          | • Health Colleagues                      | • Wider Kent County   |
| • Mental Health Forums       | • Kent Integrated Care                   | • Council colleagues  |
| • Physical Disability Forums | • Alliance and National Care Association | • And, of course, people who currently use our services or may use them in the future |
| • Learning Disability Groups | • Care Quality Commission                |   |
| • Operational teams          | • Healthwatch                            |   |
|                              | • Carers                                 |   |

# Our Intentions

## Our Vision

Our intention is to enable people to **remain in their own home for as long as possible where this is what they wish. Where people wish to access accommodation-based care we will support them in finding the right setting for them.** Feedback from Kent residents clearly shows that they wish to explore **Wellbeing and Prevention** services as well as considering Accommodation with Care & Support.

Continued **investment in community and preventative services** will support people to live independently for longer.

We want to ensure that when they do require Accommodation with Care & Support, they are able to access it in a timely manner, and that they are able to access **the right type of accommodation at the right time.**

We recognise that people are living longer and with more complex conditions and so this means when people do enter accommodation with care their needs levels will be higher than they may have been in the past.

## Our Aims

We aim to **create mutual awareness of all options available, by working as a whole system** with our colleagues in the NHS, in CQC and with providers of accommodation with care. By all parties being aware of options that are available, residents of Kent can have a clear and comprehensive picture of the accommodation-based support available to them to meet their social care requirements.

We aim to **develop high-quality accommodation** with care & support schemes offering real choices to older people and people with disabilities across Kent.

**Timely and well-planned hospital discharge** is essential to accommodation-based services. The two service areas are closely linked and must work interdependently for the benefit of residents. We aim to ensure that transitions between hospital and accommodation settings promote positive improvements in physical and mental wellbeing.

We are committed to working as part of a whole system to ensure that when an individual needs to transition into adult accommodation-based services from children and young people's services, their **transition is seamless**, through us working together, with them and their support network.

## Our Next Steps

Our next steps will be to work with providers to **maintain and develop high quality dementia provision**, to continue to **support Housing with Care** as a viable alternative to residential care homes, to work proactively with our colleagues in health and district and borough councils, and to **support the market** to develop accommodation for people with more complex and specialist needs in the LDPDMH care home sector.

# What We Want from Our Providers

**We want providers to shape their services to be more outcome focused, providing services that enable people to have more choice and control, and support them to achieve their goals.**

We need providers who can meet the needs of residents who are harder to place and for whom there is no alternative to residential care. We want to work with innovative developers, housing providers and providers of social care services, that have experience and knowledge of the specialised housing sector, to develop a range of accommodation and services.

## **We want our providers to:**

- **share our aspirations and Kent Values**
- **promote wellbeing** and **support recovery** and/or independence
- help people **build friendships and relationships**
- **support people to move** to the most suitable accommodation
- provide the **right support** where and when it is needed
- be **flexible** in meeting fluctuating needs
- take care in finding the **right worker match** in terms of interests, gender, and compatibility understanding that who delivers support is as important as the support provided
- have high **quality standards**
- **link closely with other services** and ensure both residents and their relatives are supported and well informed
- ensure their services **play a key part in the local communities** within which they operate, connecting with other community members and groups, through links with schools, nurseries, voluntary organisations, and other community resources
- strive for their services to **be rated as 'Good' or 'Outstanding'** by the CQC, where regulated
- aim to **employ a diverse workforce reflective of the local population** they serve

## **We expect our providers to:**

- be **responsive, adaptive, and innovative**
- display **high levels of business acumen** and a **professional approach**
- **deliver** the types and levels of care that the Kent population desire and require
- be **Kent focused**
- have **robust Business Continuity Plans**
- have a **commitment to their staff** and the welfare of their staff.
- ensure the greatest proportion possible of fees go towards directly delivering services
- work in an **open and transparent** way with KCC and with other providers to deliver the best outcome for Kent residents
- have **access to appropriate technology and software** for the delivery of services, communications, and reporting.

# Social Value

**‘Social value describes the wider social, economic and environmental benefits that can be secured for the community above and beyond the core requirements identified when supplies, services and works are commissioned.’ *Public Service (Social Value) Act 2012***

The council is committed to **maximising the community benefits of every penny we spend** and to improving the economic, social, and environmental wellbeing of Kent, by not simply considering the price of a service, but what can be achieved with the resources available.

We consider and act to make sure that social value can be enhanced, and equality can be advanced both:

- through the delivery of a service itself, and
- through additional value that a provider might offer in addition to the core requirements of a contract

We **expect our providers to also consider how they can be of benefit to the local community** through increasing economic opportunities, improving social wellbeing and minimising environmental damage.

We should **all be focused on the outcomes** of greatest importance to the people of the County and we should all be thinking about how to allocate and make use of limited resources to the collective benefit of the community.

**Kent County Council’s five social value priorities are:**

- 1 Local Employment**  
creation of local employment and training opportunities
- 2 Local Economy**  
supporting local SMEs and buying locally where possible
- 3 Community Development**  
development of resilient local community and community support organisations, especially in areas with the greatest need
- 4 Good Employer**  
support for staff development and welfare within the service providers’ own organisation and within their supply chain
- 5 Green and Sustainable**  
protecting the environment and minimising wastage

# Our Environment & Climate Change Commitments

**Kent County Council places significant value on Kent's rich and diverse natural environment and has made formal commitments to reduce its overall impact on the environment, achieve net-zero emissions and plan and adapt to a changing climate.**

Kent County Council has an important role in ensuring Kent's residents and businesses benefit from sustainable growth and a competitive, innovative, and resilient economy. This should be balanced with protecting and improving our natural and historic assets, for their unique value and positive impact on our society, economy, health, and wellbeing.

**We know that the council's activities and services have an impact on the environment. We have a responsibility to make sure environmental risks and opportunities are managed positively and our use of natural resources is minimised for the benefit of future generations.**

The council has a well-established environmental improvement programme and has committed to achieving **net-zero carbon emissions by 2030 for its own estate and operations.**

We use the latest evidence of how the climate is predicted to change to inform business planning, to adapt and prepare services to minimise the disruption caused by severe weather, and to take account of the risks and opportunities of long-term climate change.

Working with public and private sector partners, the council will take action with the aim to achieve **net-zero carbon emissions by 2050 for the county.**

For the county to achieve net-zero carbon emission by 2050, the council's environmental commitments must extend to all contracted services and requires our providers to also:

- **Adopt a formal approach to environmental management**, ideally by applying a recognised Standard such as ISO14001, EMAS, Acorn or the Kent STEM scheme
- **Confirm their own organisational commitment to working towards net-zero emissions** for services provided to the council
- Identify and apply innovative approaches to **avoid or minimise carbon emissions/embedded carbon** from materials, equipment, vehicles and working practices
- **Report on environmental performance** at least annually, including progress towards net-zero carbon emissions, providing a breakdown of data to identify scope 1, 2 and 3 emissions being measured
- Understand their climate risk and **undertake adaptive action to minimise impact from climate change**, including severe weather
- Holistically **consider asset or service delivery plans to include long-term climate risks and opportunities** over their anticipated lifetime

# Our Promise to Providers

Priority will always be given to contracted providers who demonstrate an excellent working relationship with the council. But, to all providers delivering Accommodation with Care & Support services we promise:

- 1 To collaborate and consistently communicate**  
co-producing services with stakeholders
- 2 Contracting arrangements that support our market position statement**  
and direction of travel
- 3 Meaningful performance measures**  
that will provide focus towards continually improving services
- 4 To ensure that providers are paid in a timely way**
- 5 Strategic relationships**  
with locally cemented providers
- 6 Diversity of provision**
- 7 A high-quality offer**  
that will support workforce recruitment, retention and development, including supporting training and development opportunities,
- 8 Fair costs and fair profit**
- 9 A level playing field**  
for high-quality smaller and independent providers, as well as national providers
- 10 A focus on market failure and commissioning providers of last resort**

## Let's continue the conversation...

**We want to hear your thoughts, ideas, opinions and offers.**

Whether you are a provider already delivering services for us, who could be delivering for us, or looking to enter the care market in Kent, or, if you are a member of the Kent care workforce with ideas you would like to share, then we would really like to hear from you.

Email us at [kccaschmps@kent.gov.uk](mailto:kccaschmps@kent.gov.uk), and we can keep the conversation going.

# Additional Information

## Key Contact



Accommodation with Care & Support  
Market Position Statement Lead

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## Other Information

More information on social care and health can be found at: [www.kent.gov.uk/social-care-and-health/information-for-professionals](http://www.kent.gov.uk/social-care-and-health/information-for-professionals)

For a closer look at our information and data, please visit: [www.kent.gov.uk/about-the-council/information-and-data](http://www.kent.gov.uk/about-the-council/information-and-data)

To view our adult social care policies, go to: [www.kent.gov.uk/about-the-council/strategies-and-policies/adult-social-care-policies](http://www.kent.gov.uk/about-the-council/strategies-and-policies/adult-social-care-policies)

For more information about the Care Quality Commission, the independent regulator of health and social care in England, visit: [www.cqc.org.uk](http://www.cqc.org.uk)

For more on LaingBuisson, the business intelligence provider across health, care and education, visit: [www.laingbuisson.com](http://www.laingbuisson.com)

This statement is intended to provide a **starting point** upon which we can establish **ongoing dialogue** with providers as we work together to develop the market; it will **develop organically**, through **periodic review** or following any significant development.

For providers interested in delivering our services, information about existing contracts and forthcoming tendering opportunities across Kent can be found by accessing the **Kent Business Portal**.

Registration is free and your company profile will be immediately available for opportunities managed by over 30,000 buyers from over 400 private, public sector and 3rd sector organisations.

Once your company name and email address has been verified you will be asked to complete a short registration process including basic company details and contact information. Upon submission, your registration application will be reviewed, and you will be sent an email confirming next steps.

As part of your company profile, you can stipulate your preferred opportunity areas of interest along with geographical locations to which you can supply your goods & services. Your interests will be matched against the latest published opportunities and you will be notified by email. The email will contain links to review, and if you wish, express your interest in each of the opportunities.

[www.kentbusinessportal.org.uk](http://www.kentbusinessportal.org.uk)