

People Services Strategic Commissioning Children’s and Adult Social Care Market Position Statement May 23

Contents

Purpose of Our Market Position Statement	5
Harrow’s Priorities and Vision.....	6
Our Approach to Strategic Commissioning.....	6
Strategic Commissioning – Our Approach	7
Population Health and Demographics	8
Population Health Across the Life Course.....	9
Commissioning Intentions 2023 – 2026.....	10
Children and Young People (0-25 years).....	10
Priority 1: Integration	12
Current provision	12
Commissioning Activities	12
Intentions:.....	12
Priority 2: Special Educational Needs and Disabilities (SEND)	13



Current Provision 13

Commissioning Activities 13

Intentions: 13

Cross Cutting Themes 13

 Current provision 13

 Commissioning Activities 14

 Intentions: 14

Learning Disabilities and Autism (All age)..... 15

 Learning Disabilities and Autism Strategy 15

 Current Provision 15

 Commissioning Activities 15

 Priorities: 16

 Opportunities: 16

LD&A Accommodation..... 16

 Current Provision 16

 Commissioning Activities 16

 Priorities: 16

 Opportunities: 16

Mental Health (Adults)..... 18

 Prevention..... 18

 What we are trying to do 18

 Work to date 18

 Key priorities 18

 Measures of success (*to be developed*) 18



System support required 19

Developing our Out of Hospital Offer 19

 What are we trying to do? 19

 Work to date 19

 Pillar spotlight: **Living Well** 19

 Key priorities 19

 Measures of success (*to be developed*) 19

 Pillar spotlight: **Adult MH** 20

 Key priorities 20

 Measures of success 20

 System support required 20

 Local Authority Mental Health Offer 20

 Current provision 20

 Commissioning Activities 20

 Priorities: 20

 Opportunities: 21

Working Age and Older People 22

Adult Social Care Needs 22

 Current provision 22

 Commissioning Activities 22

 Priorities: 23

 Opportunities: 23

Harrow’s Carers 24

Public Health and Strategic Commissioning 25



Commissioning Enablers 25

Harrow’s Workforce 26

Digital Enablers and Resources 27

 CareCubed 27

 Assistive Technology 27

 Resources 27

Market Information and Opportunities 27

 Procurement 27

 Tender Opportunities 28

 Contract Opportunities 28

Procurement Pipeline 2023 28

Closing Statement - Conclusion 29



Purpose of Our Market Position Statement

Welcome to the all-age Market Position Statement (MPS) for People Services in Harrow.

Our MPS is defined by the Council's vision and our commitment to working with partners to codesign and develop integrated services that meet the needs of local residents.

Harrow is part of the North West London Integrated Care System and a member of the Harrow Borough Based Partnership which will involve greater collaboration to coproduce new ways of working and joint commissioning solutions, to deliver high quality health and social care services.

Children's and Adult Social Care wants to ensure Harrow residents can live healthy, fulfilling, and independent lives – connected to their community with appropriate care and support.

Effective and collaborative strategic commissioning, with a focus on coproduction, will enable new ways of working with residents and communities and help us to develop partnerships with outstanding providers, who have clear models of intervention to maximise independence and enablement.

Our Market Position Statement:

- Brings together data from a range of sources on Harrow's current and projected needs
- Highlights key strategic drivers – both the opportunities and challenges
- Sets out our vision and aspirations for children's and adult social care for Harrow
- Outlines the Council's social care intentions for the next three to five years

Our MPS will be updated and developed regularly in partnership with our providers, community and voluntary sector partners, and residents to ensure it is both relevant and meaningful.

We look forward to working with providers in delivering our commissioning intentions for the improved outcomes for Harrow.

Harrow's Priorities and Vision

Harrow Council aims to restore Pride in Harrow and has three priorities:

- Be a borough that puts residents first
- Be a borough that is clean and safe
- Be a borough where those in need are supported.

In this corporate context, the People Services, draft vision statement is:

Empowering people, through well-coordinated diverse services, to improve their lives to create a vibrant Harrow.

To underpin our priorities and vision through our commissioning we will:

- Shape good quality services
- Provide the best local care
- Meet the needs of local people
- Engage with the community
- Reduce inequalities
- Transform service
- Be sustainable

Our Approach to Strategic Commissioning

The strategic direction of social care and support within Harrow is developed in consideration of national drivers and numerous sources of data and information, as well as consultation and engagement with partners and residents. This generates our shared vision, outcomes, and ambitions, that drive our development agenda and provides everyone with unifying goals.

National and local drivers have consistently sought to ensure that those eligible for social care provision have greater choice and control over the services they may use. This requires the creation of a more diverse market. It has also become increasingly evident that helping people to remain independent for longer and more efficient use of resources will be achieved through early support and preventative measures.

The current pattern of services is not affordable as the basis for meeting the needs of future generations of older people, children, and young people, and for younger adults with complex disabilities, nor for meeting the support needs of the growing number of unpaid carers.

To meet this challenge will involve managing new demand and reshaping the supply base, with a strategic shift in resources and culture from intervention at the point of crisis towards prevention and early intervention and targeted support for people with more complex needs. There will be a necessity to codesign and produce services with providers and the people that access services, if we are to deliver 'what matters most'.

The way services are provided must be redesigned to make available new and more creative ways of

working giving people greater choice and control. This will require a change of mind-set from one that fosters dependency to one founded on enablement. To achieve this requires the development of a market that offers a broad range of care and support options.

Strategic Commissioning – Our Approach

Strategic Commissioning Portfolios

Children and Young People

Working Age Adults

Learning Disabilities and Autism

Older People

Mental Health

Unpaid Carers

Our approach to strategic commissioning is based on partnerships and collaboration in and across Harrow:

- Residents and their families
- Support and care providers – private and non-profit
- Voluntary and community sector organisations
- Health – NHS North West London/North West London ICS, Central and North West London NHS Foundation Trust, Central London Community Healthcare NHS Trust
- Public Health
- Harrow Council Departments
- Housing – private and social landlords

Principles that underpin Strategic Commissioning

- Person Centred Care & Support
- Co-Production
- Focus on prevention and early support
- Quality of care
- Best Use of Resources
- Integration
- Supporting people to be safe
- Data and evidence based
- Addressing inequalities

Strategic Commissioning complies and follows due process in line with Harrow Council and the Integrated Care Board (ICB) requirements and governance

Population Health and Demographics

Harrow is an outer London Borough in North-West London, approximately 10 miles from central London. Covering 50 square kilometres (20 square miles) and it is the 12th largest borough in Greater London in terms of size and 20th in terms of population.

Harrow is densely populated, with a growing, diverse, and relatively young population that is bursting with potential opportunities.

Harrow's resident population based on the Office for National Statistics Mid-Year Population Estimates, is estimated to be 261,300

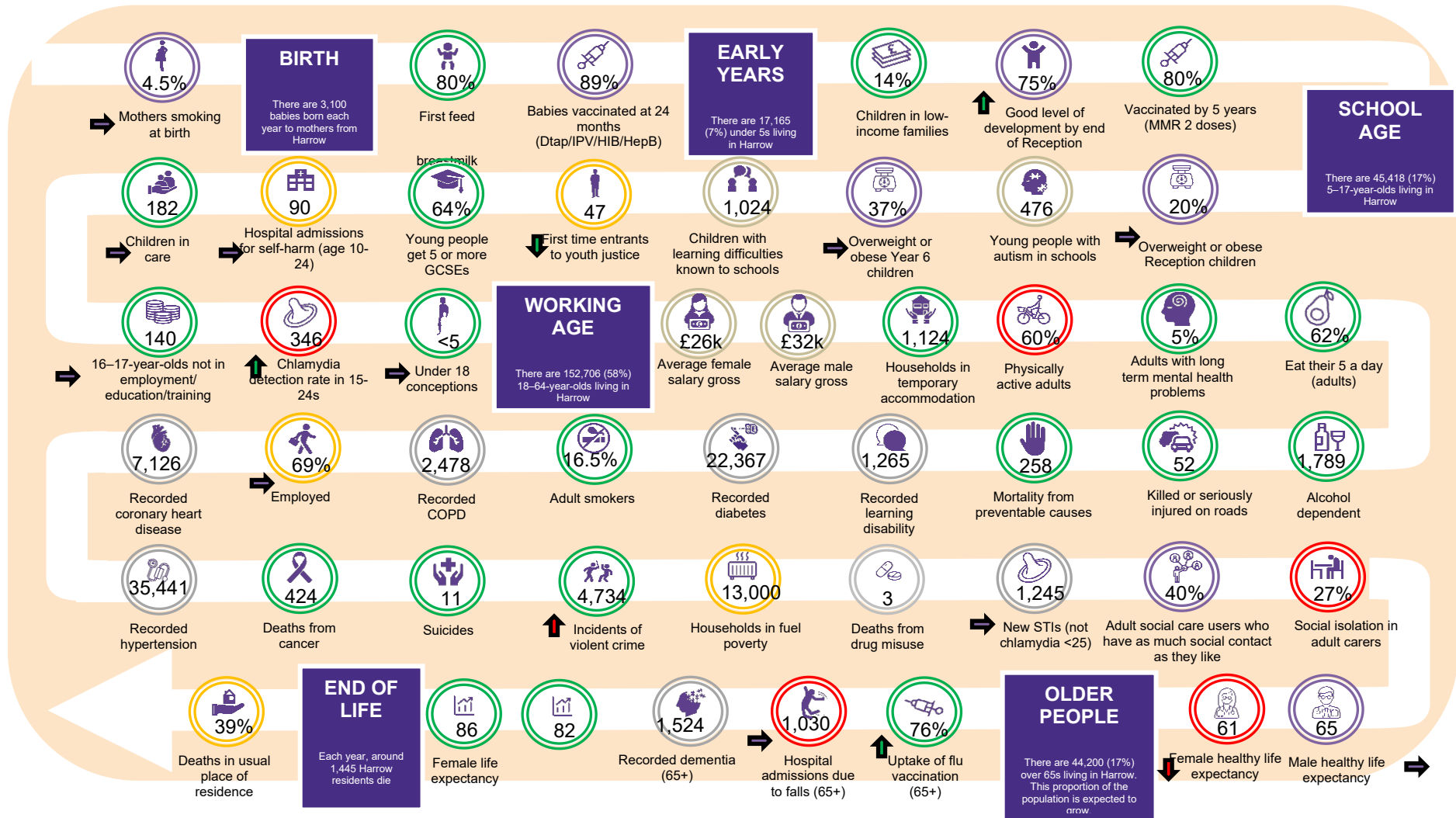
Over the past decade Harrow's population has increased by around 9%, which is lower than London's growth of 14% over the same period and higher than England's growth of 8%.

However, alongside the opportunities and strengths there is evidence of persistent and pernicious poverty and inequality across the borough.

Our approach to strategic commissioning is based on current and emerging needs that are identified through Harrow's JSNA, which is referenced and accessible at the end of this document.



Population Health Across the Life Course



Commissioning Intentions 2023 – 2026

A **key objective** of Harrow's strategic commissioning is to maintain children and adults in their local community, with their families and carers, supported by local services.

Harrow's strategic commissioning will be a way of helping to create a change in approach - we want to ensure that **children, families, and adults receive the right support at the right time** to enable them to achieve maximum independence, choice, and control. This includes giving good information, early intervention, enablement or reablement and preventative services.

Taking a strategic approach for integrated care and support will allow us to plan with a range of partners to help ensure that we provide the right kind of help.

This will mean **developing and procuring strengths-based interventions** as early as possible to support people and enable them to learn new skills, maintain or regain their independence and prevent breakdown of caring arrangements by supporting family and unpaid carers.

We work **closely with many partners**, including health, the voluntary and community sector and a whole range of providers and groups to help us deliver on our vision and intentions.

We need to ensure that **secure good, cost-effective services** and continue to improve services by listening to feedback from residents to ensure that they remain at the centre of what we do.

The following sections provide more detail about **our intentions for each of our key commissioning areas**.

Children and Young People (0-25 years)

Improving outcomes for Children & Young People is a priority for the Harrow Place Based Partnership and we work together as the Children and Young People Integrated Partnership Board (C&YPIPB). The Board includes representatives from the Young Harrow Foundation, schools and providers, parents and families, health providers and Primary Care Networks.

The purpose of the C&YPIPB is to improve the health, education and wellbeing outcomes for children and young people through delivery of age-appropriate integrated services achieved through joint working between education settings, primary, community and acute services for children in their early years, for CYP with long terms conditions and CYP with complex needs.

The context for the partnership is defined by the [Joint Health and Wellbeing Strategy](#), the Harrow Borough Plan; Harrow's Joint 0-19 Plan, This is Harrow 2018, HAY Harrow 2021 Needs Analysis and the Children and Young People's Plan.

The recent How Are You? (HAY) Harrow Survey 2021 pinpointed some key areas where focus is needed:

- **Poverty** – 12% of children and young people have worries they will run out of food due to lack of money and other resources- this raises to 18% for college students. 40% don't have their own bedroom and 2 % do not have a bedroom at all. 14% don't have access to their own laptop. 5% are living in temporary housing.
- **Feeling Safe** – 2% don't feel safe in their home and 10% only feel safe some of the time. 13% of young people at KS4/5 and above said they felt they had been the victim of sexual harassment: That average figure rises to 28% for young people who identify as non-binary, 19% who are female and 7% who are male agree

that they have experienced sexual harassment. About 7% do not feel safe in the area where they live. A further 35% feel unsafe in the area where they live some of the time.

- **Emotional Wellbeing** - 65% said they “sometimes” or “often” feel depressed or anxious. Nearly 30% of KS4&5 “often” feel nervous or anxious and 24% of them “often” feel depressed
- **Physical Health** – most people reported their physical health as good or excellent, however there were some areas for concern: opinion of overall physical health, physical activity levels, barriers to physical activity, diet, oral health, awareness of sexual health services, sources of health advice, medical conditions.
- **Covid impacts on young people** – when compared to pre-pandemic national data, covid seems to have led to lower life satisfaction, now 16% of our young people are reporting lower life satisfaction scores (compared to 10% and 13% for pre-pandemic years).
- **Future and Employment** – only half of our young people have said they feel optimistic about their future. 27% do not feel they have found someone who can offer them careers advice relevant to them.

The HAY Harrow Survey takes place every two years and is joint funded by [Young Harrow Foundation](#) and Public Health

The priority areas for 2022-24, developed from the regional priorities across North West London ICB, DCS and local, are outlined as follows:

Priority Area 1: Integration

This priority includes the design, implementation and sustained development of integrated health, education, and care services for CYP. These are two strands:

Strand 1: Development of Family Hubs

Family hubs will create the vehicle for education, health, and social care integration at a neighborhood level, with a family-centred approach to offering and delivering care and support. Former priorities will be included within the development of family hubs:

- Start Well – focus on Obesity, Oral health, Childhood Immunisations & infant mortality
- Emotional & Mental Wellbeing and Resilience
- Interface with Adult services in terms of the whole family approach but also transition

Strand 2: Service Integration

This strand focuses on the integration and transformation of services for CYP particularly but not exclusively on physical and mental health services, transitions, and child health hubs.

Priority Area 2: Special Educational Needs

This priority includes the review, development and implementation of the SEND Strategy 2024-2029 and the preparation for Area Review covering all health, education and social dimensions for children and young people with special educational needs and their transition to adulthood. The SEND Programme Board will lead this work and report to the CYIPB. This priority will also link with the BbP LD&A Workstream.

In addition, there are a series of **Cross Cutting Priority Themes** that will be incorporated:

- Being safe
- Reducing inequalities

- Co-production, capturing the voice of the CYP and their families
- Vulnerable groups including but not exclusively, SEND support, SEND, CLA, Care Leavers

Priority 1: Integration

Current provision

Currently we have Harrow 0-19 Health Visiting and School Nursing service as well as Whittington Health (oral health promotion contract). Harrow also participates in Street Tag; a reward scheme to encourage all residents, but particularly school-age children and their families to walk more. We currently commission Westminster Drug Project (WDP) to deliver smoking cessation programme, COMPASS to deliver substance misuse services for children and young people up to the age of 24 including harm reduction where parents or carers are substance users, Coffee Afric to deliver outreach, engagement and referral to substance misuse treatment service targeted to ethnic minority groups, and LNWH to deliver sexual and reproductive health service including sub-contracting for outreach and relationship and sexual health education in schools.

Currently supporting our emotional and mental wellbeing priority in Harrow we have Barnardo - Harrow Horizons Service and emotional, mental health and well-being service for 5–25-year aged children & young people, Young Adult Mental Health Service. A Voluntary Sector organisation delivering programmes for 16–25-year aged, emotional well-being grants and various provision supporting emotional, mental health needs of 5-15 year aged and Community Connex a Children and Young People's Advocacy and Independent Visitors Service.

Supporting our Child Health GP Hubs and Integration of Children's Health Services priorities we have CNWL - Speech and Language Therapy Service (SALT), CNWL – Occupational Therapy Service (OT) and CNWL - Health Assessments for Children Looked After.

Commissioning Activities

We are commissioning a new child weight management training provider and a community champions scheme. We also take part in delivering universal free vitamins antenatally at main maternity unit at Northwick Park Hospital.

Some of our contracts are expiring; 0-19 contract expires in June 2025, substance misuse contracts expire in March 2025 and Sexual and reproductive health contract expires in 2026.

Our current commissioning activities are: service re-design and re-tender for a jointly commissioned service with NHS, provision funded by CNWL as part of improving the pathway for 16–25 year olds, provision funded by CNWL as part of the CAMHS transformation programme, review and re-design of SALT and OT service specification and delivery, and design and development of our family hubs

Intentions:

The start well priority intends to focus on obesity, oral health, childhood immunisations, infant mortality, smoking in pregnancy, substance misuse harm reduction, Sexual and reproductive health education.

We intend to use existing resources across the Harrow Place Based Partnership to deliver:

- New child weight management courses.
- Use the Baby Buddy app or similar in conjunction with the free vitamins scheme at Northwick Park Hospital to improve reach of messaging around having a healthy pregnancy that is accessible to different community groups.

- Use the community champion scheme to deliver health promotion to specific at-risk community groups.
- Explore options for different models for 0-19 service from June 2025.
- Design and develop family hubs
- Design and develop Holiday Activities Food Programme (HAF)

For emotional and mental wellbeing resilience we have a focus on substance misuse dual diagnosis support and substance misuse education.

We aim to:

- Design and develop family hubs
- Design and develop Holiday Activities Food Programme
- Develop an integrated emotional, mental health pathway for 0-25 aged children & young people
- Redesign services for children with a social worker
- Jointly commission with Health, Occupational Therapy, Speech and Language and emotional wellbeing services
- Integrate Paediatric Services across Health & Social Care
- Integrated child health model of care

Priority 2: Special Educational Needs and Disabilities (SEND)

Current Provision

Currently we commission a short breaks service as well as a short break core offer. We also commission Special Educational Needs and Disabilities Information and Advice Service for families to utilise. We also have Harrow Centre for ADHD and Autism providing autism support in Harrow.

Commissioning Activities

Commissioning activities include the re-design and commission of the Harrow Short Breaks service, as well as the Short Breaks Core Offer, integration of the provision for ADHD and Autism support in Harrow and a focus on designing a pathway for preparing for adulthood and transitions, as well as a Preparing for Adulthood Strategy.

Intentions:

We intend to complete a whole SEND review and improve the SEND offer for children and young people and their families in Harrow, with the implementation of the SEND strategy, ensuring this is linked with the Learning Disabilities and Autism workstreams, as well as a focus on the SEND and CYAD transitions pathway. We are also looking to increase and improve our respite offer in support of families and carers.

Cross Cutting Themes

Current provision

We work closely with Young Harrow Foundation and the How Are You? (HAY) Harrow survey to align our services with the priorities highlighted by the survey.

Our current provisions also include the commissioning of DfE funded Holiday Activities Food Programme (HAF), CNWL funded mental health grants to small Voluntary and Community Sector providers, DA languages - a translation

and interpretation service, Prospects - a careers information, advice, and guidance service and Hestia - a council domestic abuse service.

Commissioning Activities

Our current commissioning activities include the re-procurement of the translation and interpretation service, as well as the re-design and procurement of the Council's domestic abuse service.

Intentions:

Our intentions are to develop closer working relationship with the Voluntary and Community Sector. We wish to jointly re-designing services with Young Harrow Foundation and develop full integration with the Voluntary and Community Sector.

Learning Disabilities and Autism (All age)

Harrow's [Joint Commissioning Strategy for People with Learning Disabilities and Autistic People 2022-2026](#), was coproduced with residents and their families and carers and partners across health, education, housing, public health and voluntary sector organisations, to produce a Framework to improve outcomes and quality of life for people with learning disabilities and autistic people.

Harrow residents identified five key priorities to address gaps and reduce inequalities

- Personalised care and support
- Responsive health care
- Living in local communities
- A skilled workforce
- Appropriate information, referrals, and support

Gaps identified through engagement with residents and stakeholders included:

- Disparity in the standard of existing supported living accommodation
- Lack of employment opportunities, including internships and apprenticeships
- Limited opportunities to develop, enhance and utilise knowledge and skills
- Limited local accommodation for people with complex behaviour needs
- Limited respite and short break offer

Learning Disabilities and Autism Strategy

Current Provision

Harrow has a clearly identified strategic lead - Assistant Director for Specialist Learning Disabilities Care and CYAD Services and has reinstated the Learning Disability & Autism (LDA) Health and Social Care Strategic Groups.

In addition to its own services, Harrow commissions a number of independent sector organisations to deliver a broad range of services, including advocacy, day opportunities, drop-in sessions and supported living.

Harrow provides career and vocational advice for those wishing to seek employment or become an intern or apprentice with local providers and businesses.

Commissioning Activities

Through the aspirational and ambitious LDA Strategy and Outcomes Framework, Commissioning will ensure people are supported to recognise and achieve the positive outcomes they want for themselves. to enable them to be independent and included in the community. This will include increased opportunities to take up internships, apprenticeships and employment that is long-term and sustainable.

Through partnership working, health and Harrow Council will work together to identify solutions that improve lives with a greater emphasis on crisis prevention, early intervention and crisis support to ensure people are supported before their situation becomes worse.

Priorities:

1. Strength – based approaches and promoting independence
2. Catering for complex needs
3. Training and employment opportunities
4. Crisis prevention and early intervention

Opportunities:

The refreshed LDA Strategy provides opportunities for innovative partnership working to identify and direct where improvements in the system are required, to ensure the experience of Harrow residents is enhanced.

Through co-design and production, Harrow will work towards delivering the requirements as outlined in the Outcomes Framework, through a robust implementation plan for the life of the Strategy.

Potential development of a shared register to ensure uptake of health checks with primary care

LD&A Accommodation

Current Provision

Our current accommodation provision has been reviewed through a thorough needs assessment and recommendations from this are being implemented in a phased approach. The initial phase is a programme of work to help improve the standard of existing supported living accommodation in Harrow.

Commissioning Activities

From 2023 we will be working on the following:

- a new supported accommodation service specification
- a new Framework Agreement to consolidate the current spot purchase placements
- embedding the REACH voluntary standards as recommended by CQC, that ensures person-centred standards in quality and outcome monitoring to address inequalities
- developing minimal training standards for providers.

Priorities:

1. Strength – based approaches and promoting independence
2. Revised supported accommodation pathway
3. Embedding quality standards
4. Improved respite provision
5. Reduce inequalities

Opportunities:

To meet the increasing demand and cost of the social care accommodation provision, Harrow would like to work with providers to explore non-traditional housing and support models e.g., key ring models, progression models and enhanced care, foster placements and use of the NAS Accreditation Toolkit to meet autistic people's needs.

Putting Residents First



Harrow will be exploring a range of options with providers to meet the increasing need for different respite provisions, that go further than the traditional models.

Mental Health (Adults)

Working together through the Harrow Borough Based Partnership there is a huge opportunity for mental health services to be integrated more comprehensively into the wider health system and with social care to give better, more joined up care for people with mental illness.

The HBBP Mental Health Workstream over the last 2 utilised the 3 Pillars, Prevention, Living Well and Crisis to set out its work. The plan now is to focus on mapping out the service offer on prevention and recovery to inform the development of an integrated mental health offer in the out of hospital setting for all of our population.

A sub-group has been established to undertake a population health management approach on tackling health inequalities in mental health services for black males. Greater emphasis is being put on dementia care, with a new sub-group to focus on dementia post diagnostic support. Members of the group will concentrate on both clinical and social input and where appropriate, and engage any overlap with frailty

Harrow and CNWL are developing a new operating model for mental health services and decoupling the former arrangements provided by CNWL. This is a further opportunity to shape the operating model to achieve positive outcomes for residents of Harrow.

Prevention

What we are trying to do

Preventing mental ill health by developing a proactive and coordinated approach to public health messaging that targets individuals at risk and provides timely and appropriate messaging

Work to date

- Working group with support of the Councils communications department
- We have agreed to submit an application for the Mental Health Concordat, which provides a framework of activity to plan our work and compare it others
- Re-purposing the suicide prevention partnership with Brent.
- Redesigning our approach to community development and Social Prescribing

Key priorities

- Understanding our target audiences (e.g family units, pupils, older people, carers)
- Developing a whole system partnership approach with tailored messages for key audience at each risk layer
- Coordinated approach to messaging at risk groups involving Health Schools London and CYP partners (e.g. Young Harrow, Mind, Kooth)

Measures of success (*to be developed*)

- Impact and surveillance measures
- Sample based surveys
- Wider determinant measures (e.g. housing, education)

System support required

- Health and Wellbeing Board stakeholder engagement
- Organisational comms lead contacts
- Authors for materials and identification of opportunities.

Developing our Out of Hospital Offer

What are we trying to do?

Delivering a community-based offer that places the person at the centre, strengthens community assets and supports timely access to help including the wider determinants of mental wellbeing

Enhancing our local community crisis offer by working to reduce unnecessary admission and LoS, offer more therapeutic and ensure people with urgent MH need receive timely support. Covers all age.

Work to date

- Commissioned an independent Mental Health Review of local authority commissioned services. 5 recommendations
- Developing the recovery accommodation pathway – re-commissioned supported living providers, exploring opportunities to increase options
- Maintained virtual community offer – re-opening services
- Initial work to establish a co-production approach
- Established local implementation group to deliver new mental health model of care for 16-25s young adults
- Continued work with VCSE partners to improve community offers including designing and developing community alternatives for people in crisis
- Developed integrated Older Adults HTT/CMHT in Harrow working closely with system partners to co-design and embed within wider OA pathway

Pillar spotlight: [Living Well](#)

Key priorities

- Develop **community-based** offer explore a single one stop whole system approach
- An **accommodation pathway** that supports recovery to independent living
- Developing **co-production** – strategic, service level and personal plans
- Supporting **carers** and the role of carers
- Review **employment and training** pathways
- Addressing **inequalities** through a PHM approach and PCREF with a focus on young black males

Measures of success *(to be developed)*

- Reduced acute admissions
- Recovery – managing and maintaining well-being
- Reducing inequalities

Pillar spotlight: Adult MH

Key priorities

- Development of Crisis Alternatives
- Work with VCSE to improve community offers
- Roll out of therapeutic inpatient offers including Trauma Informed Approach and optimised LoS

Measures of success

- Assessment within 4 hours (emergency) and 24 hours (urgent) of referral
- All patients to have a care plan and risk assessment
- Reduce inappropriate inpatient admission, LoS & A&E presentations

System support required

- Ensure crisis referrals are appropriate (and not Routine)
- Optimise use of SPA and community alternatives instead of defaulting to A&E

Local Authority Mental Health Offer

Current provision

- Supported accommodation pathway for moderate level of support
- In-house accommodation service and pathway
- Co-production with Experts by Experience
- Housing Related Floating Support and Community Based Provision
- IMCA and ICAA

Commissioning Activities

- Integrated working with local Detox Provision
- Working with our providers towards an alliance model
- Increasing the use of Direct Payments and Personal Budgets
- Mental Health Provider Forum for health and social care
- Identifying more carers and utilising the existing VCS community offer

Priorities:

- Strength – based approaches and promoting independence
- Develop community-based offer
- An accommodation pathway that supports recovery to independent living
- Developing co-production
- Reduce Inequalities
- Development of Crisis Alternatives

Opportunities:

- Work with Experts by Experience to co-produce, design and/or improve service delivery
- Re-design Community Based Services
- Crisis House – reablement model
- Peer support - Hospital into Community
- Peer Mentoring
- Development of an alliance model

Working Age and Older People

Harrow has an aging population and people are living with a range of complexity and increasing frailty. We aspire to deliver a strengths-based approach and are working towards commissioning services that promote and sustain independence. We will continue to develop integrated services with health, VCS, and care providers.

Our main areas of focus moving forward will be implementing a new Extra Care Service, re-procuring our Homecare services, developing our Dementia Strategy, commissioning Care Act Services, continuing to work towards a Market Sustainability Plan and integrating relevant key findings from the Cost of Care Exercise.

Adult Social Care Needs

Through engagement with providers, during the Cost of Care exercise and gathering evidence for our Market Sustainability Plan, we have identified areas of need within Adult Social Care.

Feedback from providers and from internal intelligence is that some of the greatest sufficiency issues were the need for provision to meet ethnic, cultural and specialist high needs, and for people with dementia as well as nursing beds more locally in Harrow

Some of the key challenges in Harrow regarding Homecare were:

- The need for more agencies that are able to cover the geographical areas of Hatch End, Pinner, Harrow on the Hill, and Stanmore Hill. This is due to limited public transport and local bus routes -care staff are more likely to drive in these areas
- The need for more agencies who can provide care for people with more complex learning disabilities and mental health needs
- A greater proportion of staff that speak languages reflecting the local population such as Gujarati, Polish and Arabic and a need for more male carers
- A high staff turnover which in part could be because of the current contractual requirement that does not required providers to pay London Living Wage to care staff

Current provision

Residential Care Homes: There are 24 older adult care homes in Harrow with over 1000 beds spread over nursing and residential homes.

Homecare: There are over 50 providers, with a total of 1,491 staff members serving 1,612 clients. Waiting lists are kept to a minimum.

Extra Care: There is currently one Extra Care scheme in Harrow comprising of 47 units. This scheme delivers a Care and Wellbeing Service to people over the age of 55 with frailty, physical and/or sensory disabilities and/or mild-moderate learning disabilities and/or enduring mental health needs. A new Extra Care Scheme is under construction on Eastman Village and will comprise of 60 units.

Commissioning Activities

Residential Care: The implementation of the Bedded Care Strategy

The development of a Market Sustainability Plan

Working to specify and procure a targeted falls prevention offer

Homecare: The re-procurement of Harrow's commissioned homecare service

Extra Care: The Extra Care Strategy developed in 2018 identified a potential need of 153-213 places would be required in addition to the existing scheme by 2025.

Priorities:

1. Strength – based approaches and promoting independence
2. Integrating care and Market Sustainability
3. Catering for complex needs
4. Reflective workforce
5. Implementing findings from Cost of care exercise
6. Information and Advice Service
7. Carers Support Services

Opportunities:

Care homes: Commissioners will be scoping and co-designing a service specification for an outcomes-focused care home model with health, social care, and provider partners.

Working to specify and procure a targeted falls prevention offer.

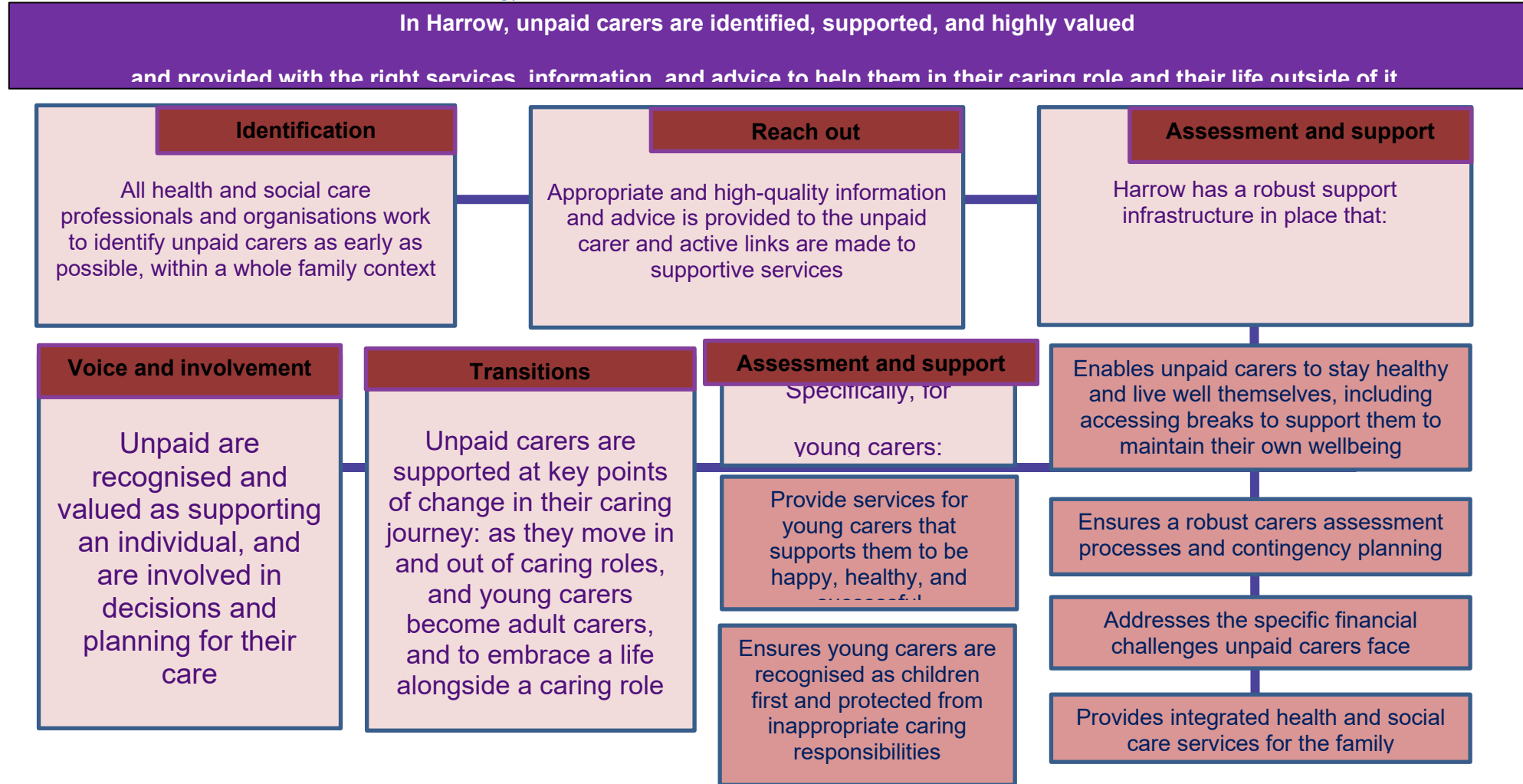
Homecare: Commissioners will be scoping and co-designing a service specification for an outcomes-focused home care model with health, social care, and provider partners.

Implementation of the Carers Strategy and development of support services for carers.

Development of information and advice services that can provide support to all ages as well as self-funders.

Harro's Carers

More detailed information can be found in [Our Strategy for Carers in Harrow 2023-2026](#)



Public Health and Strategic Commissioning

Harrow's Strategic Commissioning Team works very closely with Public Health, who promote a range of prevention interventions across the Population Health Life Course; and the interventions are considered when supporting people, to ensure prevention is a priority for improved health and lifestyle outcomes.

Public Health and the NHS are responsible for producing the Harrow Joint Strategic Needs Assessment (JSNA), which looks at the health and well-being needs of the people living in the borough and it helps to plan health and social care services.

Many other partners are involved in the process, including providers, voluntary organisations and bodies representing the people of Harrow.

JSNAs provide a detailed picture of the needs of the local population so that services can be developed to address these needs. The JSNA is kept up to date of the constantly changing health and social challenges and opportunities for those living in, working, and visiting the London Borough of Harrow.

The Harrow JSNA Online web-based tool has the most up-to-date information for our stakeholders. It consists of a series of subject specific documents covering the life course, each section within the life-course gives an assessment of the current and future needs of the population of Harrow.

The latest version of the [Harrow JSNA Online Web Tool](#) can be found here

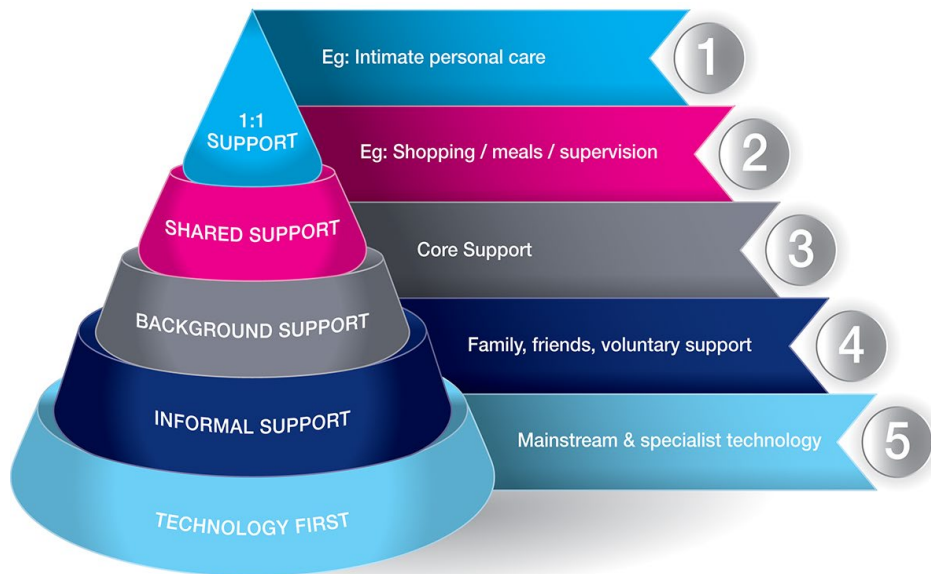
Commissioning Enablers

To support Harrow's Strategic Commissioning and the integrated care approach, we work to ensure that the system is properly equipped and ready to deliver person-centred coordinated care.

Our enabling factors include aspects such as:

- effective leadership and governance
- the ability to engage communities and local resources
- a workforce that is well integrated
- the sharing of data and information

In addition to the contextual factors and preconditions above, Harrow has invested in CareCubed and Assistive technology to appropriately support people and enable independence. We will continue to look for digital solutions that can adapt to our changing community to enable our residents to achieve the appropriate level of support and independence to build on the tools and enablers we already use.



Harrow's Workforce

We will continue to develop our entire workforce and ensure staff understand their role in delivering our priorities and vision. We will ensure that leadership is consistent and that all our workforce has a set of shared goals. We will promote staff health and well-being.

Staff will have the skills to put into practice a strengths-based approach at front-line and leadership levels. Training and development will make sure that staff use this approach in their day-to-day work, including reflecting on their professional experiences to improve the way they work.

In addition to developing and supporting Council staff, Harrow is supporting the many providers of care and support services who operate in the borough; and regularly engages and consults with staff and managers through a series of Provider Forums, which feeds into our strategic planning.

We recognise some of our workforce as local residents, and we will work to enable them to promote prevention and bring back community opinion.

We know from various data sources that if the social care workforce grows proportionally to the projected numbers of people in the population, then the number of adult social care filled posts will need to rise by 33%.

For more information about workforce projections, you can access [Skills for Care Workforce Intelligence](#)

Digital Enablers and Resources

CareCubed

This tool gives us the necessary clarity on the cost of specialist care in order to help us address the issue of managing care costs.

We have used it for our Market Sustainability Plan as part of the Fair Cost of Care Exercise.

CareCubed is helping us to calculate a sustainable fee rate for different care settings that reflect the local costs and rates.

We are expecting our investment to provide the following:

- **Evidence** that Harrow has calculated the Fair Cost of Care using current and local rates
- **Savings** on current placement prices
- **Cost avoidance** through greater visibility and control over price increases
- **Consistency** of approach for Harrow and providers
- **Evidence** to inform Harrow in shaping our local care market

Assistive Technology

Assistive Technology and digital innovation are seen as key enablers to supporting the transformation and re-design of Harrow's Community Offer; and it has recently implemented pilots, which will be added to in the portfolio of offers from 2023

Our aim is to develop and commission "smart-care technology" that embraces a full range of options to promote new pioneering models of integrated care. Our aspiration is to have a system that has integrated sensors, wearables, voice recognition and in home communication aids to provide an aspirational 21st century replacement for Telecare.

Resources

Harrow makes best use of external resources to enable us to measure and monitor the services available in the borough.

- **NHS Commissioned Board - Capacity Tracker**
- **Market Insight Tool**
- **Skills for Care - Workforce Dataset**

Market Information and Opportunities

Procurement

Procurement is an important driving force for innovation, securing quality services, identifying, and realising cost efficiencies. Harrow's Commissioning and Procurement Teams work closely to design procurements that encourage local providers to develop to meet local needs.

A new Provider Selection Regime (PSR) was introduced under the Health and Care Act 2022. It will apply to all health and social care contracts that are commissioned.

The details of the PSR are due to be published in new statutory guidance. A preview of the regime proposal can be viewed [here](#)

For further information on our Procurement procedures and policies visit our [Business and Procurement pages](#)

Tender Opportunities

Tender opportunities are listed on the [London Tenders Portal](#), which is an e-procurement system on which we advertise and manage all our tender opportunities.

Contract Opportunities

To find out about contracts expected to be re-procured and new procurement projects that are expected to be undertaken with contract values greater than £100,000, please visit our [Procurement Pipeline](#) spreadsheet.

You can find out how Harrow Council supports local businesses by visiting our [Business Advice pages](#)

Procurement Pipeline 2023

As of April 2023, the following key Commissioning and Procurement opportunities are in our pipeline:

Service	Activity	New Service
Mental Health Community Provision service	Service re-design Summer 2023 Procurement Autumn 2023	New service from April 2024
Housing Related Support and Preventative Services Floating Support (MH)	Service re-design Summer 2023 Procurement Autumn 2023	New service from April 2024
Care Act - Information & Advice Services Care Act - Carers Care Act - Independent Mental Capacity Advocacy (IMCA) and Independent Care Act advocacy (ICAA)	Service re-design Summer 2023 Procurement Autumn 2023	New service from April 2024
Home Care Strategy	Strategy development and procurement Autumn 2023	TBA
LD and ASD Supported Accommodation	Exploring opportunities and procurement timelines will be developed	TBA

Closing Statement - Conclusion

Harrow's Market Position Statement is a summary of our activity and future intentions and will be updated on a regular basis. It will help us to engage and stimulate the market in a period of time with continued financial pressures as well as changing population needs and policy changes.

We want to work with providers that share our vision who are effective and collaborative and open to new ways of working.

We want effective and innovative interventions and solutions that are more efficient, that will take a strengths-based approach, that is driven by quality, that will deliver for the people of Harrow.

We will be organising soft marketing events in 2023 to facilitate positive dialogue with providers and residents as part of our co-design and production agenda.

Any further questions and enquiries about our MPS can be sent to People Services Commissioning PeopleServices.Commissioning@harrow.gov.uk

We will not be able to discuss specific contracts or opportunities outside of our normal procedures.
