



# Market Position Statement

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*A clear focus on delivering high quality, locally integrated public services.*

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## Foreword

Welcome to our Market Position Statement (MPS), which provides information about the care and support market in Leeds for both existing and potential providers. We want to help providers shape their business plans to support the council's strategic vision for the future. This MPS sets out the strategic drivers, market overview and our future commissioning intentions. We also want to build a varied and responsive local care and support market.

Like many local authorities, Leeds City Council faces significant financial challenges and demand-led pressures. We will provide regular updates, to ensure the market can respond and contribute positively to a sustainable future for Leeds.

*Caroline Baria, Director of Adults and Health*



## Key Drivers

Our [Best City Ambition](#) is our overall vision for the future of Leeds. At its heart is our mission to tackle poverty and inequality, and improve quality of life for everyone who calls Leeds home. Building on our 'Team Leeds' ethos, our mission is to deliver outcomes across the three pillars of the Best City Ambition.

**Health and Wellbeing** – A healthy and caring city for everyone.

**Inclusive Growth** - An economy that works for everyone.

**Zero Carbon** - Making rapid progress towards carbon neutrality and reducing our impact on the planet.



**Key underpinning strategies are:**

[Leeds Health and Wellbeing Strategy](#) the aim of which is to be the best city for health and wellbeing, with a clear vision: Leeds will be a healthy and caring city for all ages, where people who are the poorest improve their health the fastest.

[Better Lives Strategy 2022 to 2027](#) the vision is for every person in Leeds that needs care and support can live in the place they call home with the people and things they love, in communities that look out for one another, doing the things that matter most to them.

Our Adults Social Care Plan sets out our key priorities to improve our work with people with care and support needs to achieve the Better Lives Strategy vision.

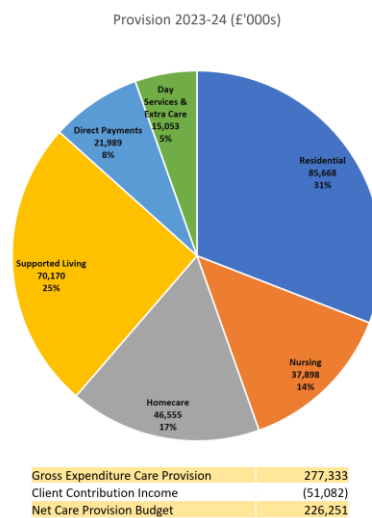
[Inclusive Growth Strategy 2023-2030](#) sets out nine ‘Big Ideas’, including “Supporting people and businesses in a rapidly changing labour market”.

[The Leeds Observatory](#) provides key data about the Leeds population and economy, which is useful information for the care and support market.

## Adults and Health Budget Overview

Total gross expenditure budget for 2023-24 on adult social care services / provision is £374m, of which £277m (representing 74%) relates to spend on direct care provision, i.e. residential & nursing care, home care, supported living, direct payments, day opportunities and extra care. These are partly funded through contributions from service users, Better Care Fund and government grants.

Leeds City Council is now facing an estimated budget gap of £162.8 million over the next 3 years. Consequently, the council is developing a range of revenue savings proposals to address this budget gap, including service and staffing reductions, fee increases, new charges, asset sales, building closures and reduced hours of operation. The Adults and Health savings target is £28.24 million in 2024-25, and we are developing budget action plans to address these financial challenges.



## Our Commissioning Strategy

We work together with our partners to deliver a high quality, accessible and sustainable services which deliver the best outcomes for people who use them, carers and families.

Investing in **prevention and reablement** across all health and care service provision to help people remain healthy and independent for longer.

**Building Relationships** through engaging and working with partners to make the best use of our assets and resources, whilst maximising opportunities for innovation (including, but not limited to, digital solutions).

Enabling **strength and asset based approaches** through investing in information and advice, and early intervention. Integrating pathways and joining up services helps people to help themselves as much as possible.

Facilitating **co-production** through putting people who use our services, carers and families at the heart of what we do. This means timely engagement; and listening to and acting upon feedback.

**Equal Participation to** ensure equality underpins all our work, and that services are welcoming and safe for people across all [protected characteristics](#).

Our investment in new services is based on intelligence, evidence and needs analysis, whilst maximising social value opportunities for the Leeds economy, workforce and local communities. This includes our work with providers to recruit, train and retain a local health, care and support workforce, and make people proud to be part of Team Leeds.

All Leeds City Council tender opportunities are advertised through [YORtender](#), and we [recommend that you sign up](#) to be aware of all the tender opportunities within Leeds, and the Yorkshire & Humber region.



## Digital Transformation

[The council's Digital Strategy \(2022-2025\)](#) follows a life-course approach. Under the living and ageing well priority, we will tailor approaches to: making services easy to access; use technology to help people stay healthy; and enable people's information to follow them through the care journey.

Our Adults and Health Digital Plan (2022-27) sets out how we will embed digital and technology to improve the experience of people that use our services; empower our staff within the workplace and to help us make the best possible use of our resources. The plan has five focus areas: skills; data; information and access; innovation; and culture & leadership.

We want 80% of registered providers to have digital social care records by March 2024. This is in partnership with the Department of Health and Social Care (DHSC) and NHS England (NHSE). Digital social care records will enable information sharing across health and care settings, so the right information is available to the right people at the right time.

So far, 87% of nursing homes, 73.7% of residential homes, 59.7% domiciliary care providers and 100% supported living providers use digital care records.



Funding is available to support providers with this. We can award 21 grants of up to £7,000 to cover full costs of a digital social care record system from the NHS England assured supplier framework - including the purchase of licences and hardware - for one year. A copy of the application form and process can be obtained by emailing [DSCR@leeds.gov.uk](mailto:DSCR@leeds.gov.uk) or [carequality@leeds.gov.uk](mailto:carequality@leeds.gov.uk). The funding will be awarded on a 'first come, first served' basis, and will close on *15th March 2024*; or sooner if all the funding has been allocated. The source of the funding is the NHS Digitising Social Care Programme.

## Unpaid Carers

### Overview

The Leeds Carers Partnership Strategy "*Putting carers at the heart of everything we do*" was approved by the Leeds Health and Wellbeing Board in September 2020. This followed extensive citizen and stakeholder engagement. The Leeds Carers Partnership now intends to refresh this strategy in early 2024.

Membership of the Leeds Carers Partnership is open to individuals and organisations, and provides oversight of the strategy through three key roles:

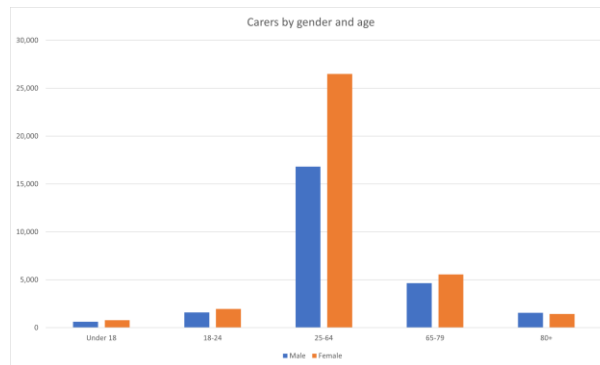
- **Championing:** organisational representatives act as 'Carer Champions' in the organisations or groups they represent. They ensure work is taken forward within their organisation or group, and report back to the Partnership.
- **Expert Advisory Group:** providing effective expert support and challenge to the NHS Population Boards and Care Delivery Boards on matters relating to carers.
- **Critical Friend:** all members of the Carers Partnership act as a 'critical friend' which means being honest, offering constructive feedback and holding each other to account in encouraging and supportive ways.



On the date of the 2021 Census, approximately 61,500 people in Leeds stated that they provided unpaid care. This represents around 8% of the population of Leeds aged 5 and over. While this suggests a decrease of around 9% in the number of people providing unpaid care since 2011, the Office of National Statistics suggest a number of reasons for this including changes in the nature of caring during the pandemic and the high levels of deaths during the pandemic. The amount of unpaid care that carers are providing has increased: Almost half (49.8%) of carers in Leeds are now caring for 20 hours or more per week compared to 33.2% in 2011. The proportion of carers caring for 50 hours or more has increased from 23% to 29.2%.

In addition:

- 59% of unpaid carers in Leeds are female.
- There are almost 5,000 young carers (aged under 18) and young adult carers (18-24) in Leeds.
- The majority (70%) of unpaid carers in Leeds are aged between 25 and 64.
- Almost 3,000 (5%) of unpaid carers in Leeds are aged 80 and over.



1 - Unpaid Carers by Gender and Age NEW

We provide respite care for around 2,500 people in order to give carers a break from caring. This includes where the cared-for person receives either a community-based short break service, or a spot-purchased sitting services. Over the last three years, the number of people being supported by community-based short break services has decreased. This is due to a combination of lower demand, and recruitment issues reducing capacity. However, over the same period the number of spot-purchased sitting services has increased, due to client choice and improved provider consistency. We have recorded that 1,527 carer assessments have been undertaken in 2022/23.

Demand for support from Carers Leeds continues to be high. In 2022/23:

- Carers Leeds received 9,175 referrals, 3,506 of which were for carers not previously known to Carers Leeds.
- Over 7,600 carers subscribed to the monthly Carers Leeds newsletter.
- Carers Leeds Advice Line received 9,418 separate contacts.
- The Dementia Carers Team had 2,226 separate interactions with carers.
- Hospital-based Carers Support Team had 2,524 separate interactions with 228 unique carers.
- Carers Leeds launched their new Carers Emergency Card in June 2022 and had issued 477 to 31st March 2023.
- 238 support group sessions were held with a total attendance of 1,574 carers; there has been a steady trend from online back to face to face support groups.

565 carers received a Time for Carers grant in 2022/2023, which provides carers with a small one-off payment in order that they can take a short break from caring. It is also an effective way of reaching high numbers of carers, including those previously unknown to either Carers Leeds or the council.

We are working with Carers UK and Carers Leeds to pilot a new Digital Service Offer which complements existing support for carers in Leeds by identifying and engaging carers at scale and offering online support to promote resilience, including information and signposting, emotional and 'self-care' support, online peer support. The digital service offer will utilise the Carers UK 'Digital Resource for Carers' platform. In the six months from October 2022, the number of carers in Leeds registered with the Digital Resource for carers has increased from 270 to over 600.

### What We Commission

The contract for Information, advice and support for adult and parent carers is due to expire 31st March 2024; though there is an option to extend for a further two years.

Community Based Short Breaks contracts are due to end 31st March 2025.



### **Future Direction**

Future commissioning will support the [NICE Adult Carer Quality Standard \(QS200\)](#) priority areas for improvement. In particular we will look to work with organisations who are committed to:

- Being proactive in identifying carers and promoting carers' rights.
- Providing quality information and advice about the support available for carers.
- Having quality conversations with carers about "what matters to me".
- Supporting carers to participate in decision-making and care planning for the cared-for person.
- Supporting carers to access social, practical, and emotional, support that promotes wellbeing.

Specific work in relation to existing commissioned services will include:

- Reviewing the information, advice and support for adult and parent carers contract, and considering future commissioning options.
- Considering the longer-term future of community based short breaks service and the option of their inclusion within the Community Health and Wellbeing Service (see below for the future direction of home care services).
- Monitoring the uptake of the digital service offer and undertaking community engagement to understand the potential of and demand for, digital support.

## **Dementia**

### **Overview**

[Living With Dementia in Leeds: Our strategy 2020-2025](#) was approved by Leeds Health and Wellbeing Board and the council's Executive Board in autumn 2020. It states,

*"Our ambition is for Leeds to be the best city to live with dementia, where people and carers are included in social, community and economic life, and supported by services which join up and work well together".*

This has underpinned good progress in recovery from the pandemic, including dementia diagnosis rates, post-diagnosis support, carer support, and new options for out-of-hospital care. Leeds Dementia Partnership will start work on refreshing the strategy in 2024. This Partnership brings



together individuals and representatives of organisations, who champion positive attitudes and person-centred approaches.

In Leeds, 6,560 people have a recorded diagnosis of dementia (end November 2023), out of an estimated 9,000 who have the condition. People living with dementia make up approximately:

- 70-80% of care home residents.
- 60% of people who use home care services.
- 15% of people aged 80+.
- 6.5% of people aged 65+.



About 1,400 people in Leeds experience a new diagnosis of dementia each year; and over 1,000 people die with dementia – this is about 1 in 6 of all deaths. The number of people living with dementia in Leeds is likely to increase every year by c.250 people. (This is based on research which forecasts an increase of 20,000 per year in England and Wales to 2030).

As well as increasing, the population living with dementia is ageing; by 2030, it is anticipated that 50% of people with dementia will be aged 85+. This will mean increasing ‘comorbidities’, ie. people living with a combination of dementia, physical frailty and other long-term conditions. Care providers and staff already understand this from day-to-day practice. The best providers find person-centred ways of working with eg. a lack of awareness of personal care needs.

The older population is becoming more ethnically diverse, and this is reflected in the population with a dementia diagnosis in Leeds. There is a local forum dedicated to improving access to culturally-competent care and support, and all providers are welcome to join and share learning. The meetings are organised by Touchstone Leeds, who in 2023 won the Alzheimers Europe ‘Anti-Stigma’ Award.

Unpaid carers, usually family members, play a huge role. 85% of people with dementia live with, or near, a carer - which is around 7,500 people in Leeds. Of these, 34% are economically active, so around 2,500 people within Leeds are combining paid work with unpaid care for a person with dementia. That means we need flexible and responsive care services; use of digital solutions; and local employers who get the best out of their staff from an understanding, flexible, approach.



It is estimated that 12% of people with dementia have “severe” dementia, of whom 50% live at home with family. This is approximately 350 people in Leeds. This can mean lived experience of coping with a sense of loss of the person and the family relationship; alongside eg. personal & continence care, disrupted sleep, difficulties with communication, and psychological distress which may be expressed behaviourally. Unpaid carers need the support of care services and staff who are prepared to work with the carer in a flexible and understanding way. Sometimes different approaches have to be tried, in order to build trust and deliver care successfully.

Younger people living with dementia (generally defined as aged under 65) have specific needs. This is because people in late middle-age may be at a particular stage of family life, and still in employment. Rarer types of dementia are more prevalent. The impact on family finances and plans for retirement can be huge, and day services can be very important to enable carers to stay in paid employment. There are 180 people in Leeds aged under 65 with a dementia diagnosis (end November 2023); and c. 250 people who experienced younger onset of dementia and have since passed the age of 65. The Young Dementia Leeds Hub is commissioned to provide day services and a range of support.

### **What we commission**

Working with our NHS partners, we provide and commission a range of services:

- A Friendly Communities team, at Leeds Older People’s Forum, working for age- and dementia-friendly Leeds.
- NHS Memory Assessment Services.
- Memory Support Worker Service, provided by the Alzheimer's Society.
- Dementia Carer Support Team provided by Carers Leeds.
- Living with Dementia Peer Support service, a direct council provision which runs a range of groups and activities. Peer Support colleagues lead our creative and innovative work with eg. Leeds United Foundation, Leeds Rugby, Yorkshire Cricket Foundation, Leeds Playhouse, Opera North, Leeds Museums and Galleries, Leeds Libraries, the Leeds International Piano Competition.
- Memory Cafes, activities and groups, provided by Neighbourhood Networks and third sector, cultural & sports organisations, faith & other volunteer-led organisations.
- BME Dementia Support Service: provided by Touchstone Leeds.

- Young Dementia Leeds day services for people living with younger-onset dementia, provided by Community Links.
- Three 'Complex Needs Day Centres', provided directly by the council.
- Bay Tree Day Centre: provided by MHA at the Moor Allerton Care Centre.
- Dedicated care and accommodation for people living with dementia in extra-care housing schemes.
- A 'recovery-focused' service at 'The Willows' which supports people to stay for a flexible length of time, and benefit from interventions to reduce distress and improve well-being. In 2024 this will increase its capacity to a second care setting, 'The Oaks'. This is a directly-provided, 'in house' service. It enables people to move on, usually to independent sector homes, for long-term care.



### **Future Direction**

Priorities for health and social care are:

A. Improve the supply of good quality dementia care, especially for people who experience psychological distress and present with behavioural needs. The council:

- Welcomes dialogue with providers seeking to develop new services. We commit to working with you to eg. understand local need, negotiate fair funding, and ensure the pathways into new services are clear and understood by Leeds health and social care colleagues.
- Offers a range of training and care quality support for providers and staff.
- Maintains a [dementia resource library](#), including resources for staff, and advice on the environment for dementia care, according to best practice design principles.

- Negotiates weekly fees above standard contract rates, when this is justified by staffing levels and individual needs.
- Secures joint funding with local NHS partners for people with more complex needs.

B. Improve the supply of carer breaks, whether for a few hours, a day, overnight, or a week or more. This includes:

- Working with local providers which offer day opportunities, and other non-CQC-registered support, for people living with dementia.
- Improving the supply of short-stay beds, bookable in advance.
- We welcome interest from providers wishing to develop services for people with younger-onset dementia.
- Services with diverse language and cultural competence, at home and in care homes. These recognises the importance of culturally-informed, person centred approaches to unlock memories and sustain our sense of who we are.

C. Work with creative and community organisations so people can enjoy life and remain living at home; and reduce hospital admissions and long-term care costs. This means for example more memory cafes and activities; [Cognitive Stimulation Therapy](#); opportunities for music, dance, theatre and other creative arts.

## Older People

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### *Older People - Residential Care and Nursing*

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#### **Overview**

There is a wide variety of services available to meet the needs of older people (aged 65 years plus) in Leeds including community preventative services delivered by our third sector partners. Services also include residential and nursing homes, home care and extra care across the city. We continue to seek to improve our services through our system wide transformation programmes.





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## *Older People - Residential Care and Nursing*

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### **Overview**

Leeds has a good mix of older peoples care home provision, with local independently run homes, and several regional and national providers. In total, there are 97 care homes registered in Leeds, 44 are registered to provide nursing care (1,298 beds), and 51 only residential care (2,887 beds). The median size of care home is 41 beds, with the smallest being 16 beds, and the largest 108.

In late 2023 the independent sector provides 91 homes, with 48 of these being local or regional based (Yorkshire and Humber) providers. The council operates 6 homes.

The CQC ratings of the 97 registered homes within the city are:

- 2 Outstanding.
- 54 Good.
- 27 Requires Improvement.
- 2 Inadequate.
- 10 homes that are currently not yet rated.

[The location and type of all older people's care homes is shown at this link](#)

### **Current Commissioning**

We use an Overarching Agreement for the provision of older people's residential and nursing care in the city. This stipulates the terms and conditions, the quality framework, and performance monitoring requirements. The current agreement is valid until the end of March 2024 with provision to extend for 12 months if necessary.

The Overarching Agreement enables us to place a person in a registered home without the need to issue separate contract documents on each occasion. When we make a placement, all three parties (the council, the care provider and the resident) enter into Care Homes Individual Service Agreement (CHISA) which forms part of the Overarching Agreement.

93% of independent homes registered in Leeds are signed up to the Overarching Agreement. Care home providers can apply to join at any time, and after the completion of due diligence checks, can accept individual placements using the CHISA.

## Fees

We have previously distributed the Market Sustainability and Fair Cost of Care Fund (£1.676m) across nursing, nursing dementia and residential dementia care home provision to address market pressures and gaps. The fee increases for 2023/24 are illustrated in the following table.

Care Home Setting	Framework Rate	Revised with grant	Increase (per bed week)	Percentage Uplift
Residential	£601			
Residential Dementia	£644	£654	£10	1.55%
Nursing	£659	£692	£33	5.01%
Nursing Dementia	£688	£739	£51	7.41%

During 2021, we commissioned C.Co Ltd (a trading arm of CIPFA) to undertake a cost of care exercise to help inform fee rates for 2022/23 for older people's care homes. The fee structure for 2022/23 is shown on the following table.

Care Type	Core	Quality Premium Payment
Residential	£655	£682
Residential Dementia	£713	£741
Nursing (Excluding FNC)	£754	£784
Nursing Dementia (Excluding FNC)	£806	£836

## Current Demand

In September 2023, 3,443 rooms were occupied in Leeds with 742 vacancies (equating to an overall occupancy rate of 82%). Leeds City Council funds 1,347 placements (39%); the NHS in Leeds commissions 349 placements for people eligible for fully-funded Continuing Healthcare (10%). The remaining 1,747 rooms (51%) are either people who self-fund; or funded by other local authorities / other NHS localities.

As part of our work undertaken for the DHSC Market Sustainability and Fair Cost of Care Fund work (2022/23), our market sustainability provider survey found that on average 30% of current care home residents in Leeds are self-funders. This varied greatly between care homes, from 100% of residents who self-fund, to 8%.



### **Commissioning Intentions**

There continues to be an undersupply of nursing dementia and nursing beds in Leeds, and to a lesser extent, residential dementia care. We are also seeing more people requiring more complex dementia care. We are keen to explore with the market further opportunities in these areas.

We are expecting an increase in the ethnic diversity of older people in Leeds, and therefore will require providers with cultural and language competence.

The council will soon be consulting on a new Overarching Agreement and application process for care homes.

All tender opportunities and consultation events will be advertised through [YORtender](#).



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### ***Older People - Third Sector & Preventative Services***

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Our partnership approach to working with the third sector is very important to Leeds City Council and its TEAMLEEDS ethos and values. We recognise the vital role supporting city-wide transformation, especially around the provision of preventative services. There are around 1,500 registered organisations within Leeds, actively contributing towards the wider determinants of health, and 170 of which are directly related to physical and mental healthcare services. The sector employs around 6,800 staff, who are supported by approximately 31,000 volunteers.

Leeds has a vibrant and active third sector working within communities. Their collective strategic vision is:

*“Leeds is a city where all partners work together to ensure that the third sector is more diverse and resilient, and therefore better able to continue supporting our communities.”*

We seek to work in partnership with the third sector through various means, this includes providing access to free training, investing in forum support and in some instances directly commissioning with the third sector.



### **What We Commission**

We invest around £3 million per annum for 37 neighbourhood networks, which provide universal and preventative services for older people within their local communities. The key outcomes that underpin these grants are:

- Reduction of isolation and loneliness.
- Increased participation and involvement for older people in the neighbourhood network scheme and community in which they live.
- Choice and control over their own lives.
- Enhanced wellbeing and healthier life choices.

These grants have been extended for 2 years from 1st October 2023, and there is further extension of up to 3 years available.

In addition, the council contributes grant funding to a range of community organisations for engaging with specific groups (e.g. Gypsy & Traveller communities) and supporting city-wide initiatives (e.g. Age and Dementia Friendly Leeds). This investment is intended to provide a sound financial base for the third sector to grow and flourish.

### **Future Direction**

We are reviewing the role and performance of the neighbourhood networks over the last 5 years and taking on board the findings of research into them by Sheffield Hallam University on behalf of the Centre for Ageing Better, to develop the model and service offer. Working with our third sector partners, we are co-producing solutions to achieve equity of access and an enhanced service offer whilst still preserving the bespoke and community-led quality of locally based services.

We recognise the impact of funding pressures on our third sector partners and are continually exploring where and how we can provide funding security, optimise grant management



arrangements and maximise opportunities for additional income. To support this, we will be working closely with our third sector infrastructure organisations and other partners.

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### *Older People – Home Care (Domiciliary Care)*

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The home care market in Leeds is highly diverse with 147 CQC registered providers operating in the city. The CQC ratings are: 100 are rated as Good, 28 require improvement, 1 inadequate and 18 are not yet rated.

#### **Current Commissioning**

We use a 'primary framework contract' for the provision of home care. This divides the city into 6 areas, each with a 'primary provider'. This is supported by a framework of providers who operate city-wide.

We initially offer care packages to the primary provider for the area, after which they are offered to providers on the framework. The high volume of care packages required means that we go outside the contract and spot purchase care from other registered providers. In late 2023 we commissioned approximately 96 spot providers.

We are signed up to the Unison [Ethical Care Charter](#) and GMB's [Ethical Home care Commissioning Charter](#). We are committed to working with providers, in challenging times for social care, to promote good quality of care, and improved terms and conditions for staff.

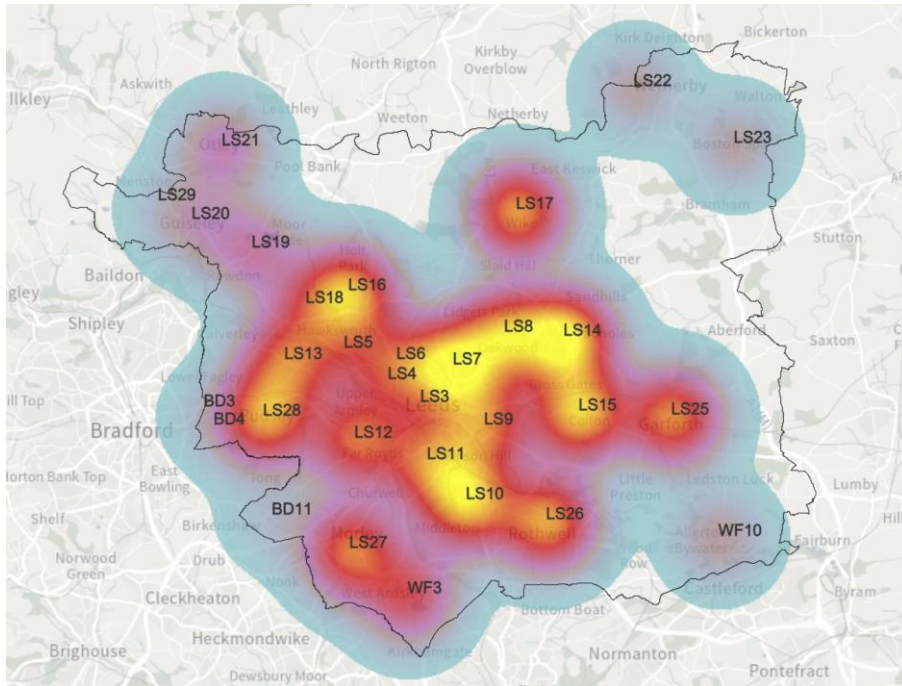


#### **Current Demand**

The council currently commissions nearly two million hours of care per annum for approximately 2,800 people.

During the 12 months from December 2022, the Home care Brokerage Team had a total of 2,936 care packages referred to them, for which they requested services from independent sector providers. These referrals will include increases/decreases to care packages and change of provider requests.

Below is a 'heat map' graphic showing the number of hours commissioned by the council in the postcode areas of Leeds. The yellow areas show the highest density of hours.



## Future Direction

### Interim Home Care Contract

As the current home care contract expires on 31st January 2024, we are putting in place interim contractual arrangements, which will allow a more equitable distribution of care packages amongst care providers. We will do this through Direct Purchasing System, which is similar to an electronic framework agreement but providers can apply at any time. The tender opportunity and any consultation events will be advertised through [YORtender](#)

### New Community Health & Wellbeing Service

We are planning to transform home care into a Community Health & Wellbeing Service (CHWS). This will bring together home care, health care, and local community support services to provide a more consistent and joined up support package that is centred around the needs, strengths, and assets of our residents.

We plan to divide the city into around 9 areas aligned to natural community boundaries. Each area will have a small number of providers chosen through a tendering process. Referrals will come from both social care and community nursing teams. Small teams of care workers in neighbourhoods will be paid for full shifts, and know their clients well. They will have the flexibility to provide person-centred care, and make links with the local community organisations who can further support people to enjoy life.

The tender for the 18 month pilot in three wards opened in December, with the new service starting September 2024. If successful, the citywide rollout will begin in 2025. All opportunities and information sessions will be advertised on [YORtender](#).

### 'Home First' Programme

The [Home First programme](#) is helping more people to stay at home for treatment, recovery and care, and achieve more independent and safe outcomes. The programme's vision is to achieve a

sustainable, person-centred, home-first model of intermediate care across Leeds that is joined up and promotes independence.

The programme consists of 5 projects:

- Active Recovery at Home.
- Enhanced Care at Home.
- Rehab and Recovery Beds.
- Transfer of Care.
- System Visibility and Active Leadership.

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### *Older People - Extra care housing*

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Extra care housing combines independent living within your own apartment/flat along with care & support services that are arranged according to your needs. There are schemes across the city offering apartments, both for sale, shared ownership and rental options. Extra care continues to grow in Leeds, with a further 6 schemes to be developed within the next 4-5 years. We are looking to refresh the Leeds Model of Extra Care.

This is a growth area for Leeds - the council's analysis projects that Leeds needs to have 1,695 extra care apartments by 2028, increasing to 2,026 by 2040. In September 2023, there are 968 units in the city, with a further 437 either under development or noted for potential development. This means that there is a potential shortfall of 290 units by 2028.

The aim is to have a distribution of extra care schemes that support people to remain close to familiar communities and connections. Extra care will align with the wider home care market developments, including the new Community Health and Wellbeing Service.



### **What we commission**

As of late 2023, we hold nomination rights to 542 apartments across 13 schemes distributed over the city. The council is the onsite registered provider at three of these schemes (Cardinal Court, Rossefield Manor and Woodview). At the other 10 schemes, we commission services with registered care providers linked to social housing providers:

- Amblers Orchard, Tingley.
- Assisi Place, Hunslet.
- Box Tree Court, Boston Spa.
- Gascoigne House, Middleton.
- Greenmill Gardens, Seacroft.
- Hampton Crescent, Richmond Hill.
- Lady Ida Lodge, Cookridge.
- The Laureates, Guiseley.
- Wharfedale View, Yeadon.
- Yew Tree and Rosewood Court, Moor Allerton.



Currently some services are funded via block arrangement, with more recent schemes paid based on care and support hours delivered. Moving forward the goal is to have all schemes funded using a single approach in line with the wider home care market. In line with the definition of extra-care housing and the principles of choice and control, residents can opt to have a Direct Payment or use alternative care providers.

### **Future direction**

The extra care market is projected to grow over the next few years, with a potential for up to 320 extra care apartments being delivered across a further five schemes between now and 2027. Two of these five schemes are under construction with a further scheme to start construction in early 2024. The remaining two are at the pre-planning stage.

There will be a commissioning opportunity for planned care and support at the Middlecross, Armley site being developed by Housing Leeds. Otherwise, schemes are in development with organisations or consortia which have the care component covered within their structure. It is therefore likely that a negotiated approach, under Regulation 32 of the Public Contracts Regulations 2015, will be the basis of care provision.

## **Working Age Adults**

There is a diverse working age adults' market in Leeds, covering services to meet the needs of people aged 18-64. The council commissioners services for people with mental health needs; people with physical and sensory impairments, and people with a learning disability. Services range from specialist, bespoke services, designed to meet complex and specific needs; and more general

provision. This includes nursing homes, residential homes, supported living services, outreach and day opportunities. The figures quoted are from September 2023.

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*Working Age Adults - Residential and Nursing Care, including emergency and respite care*

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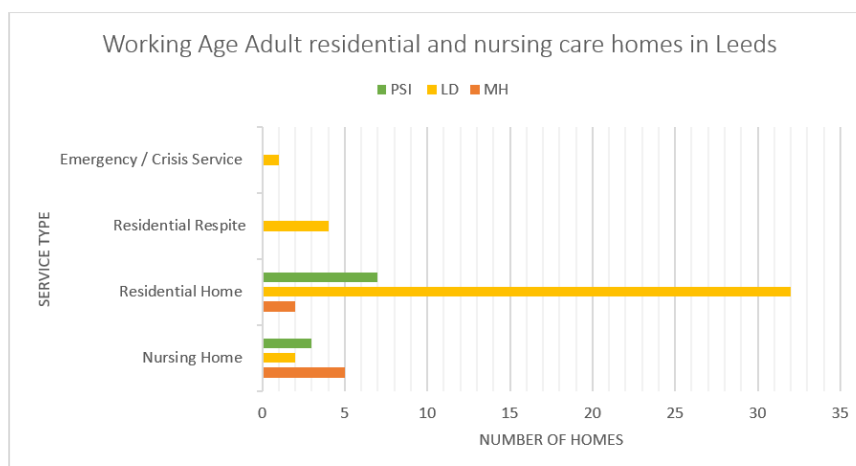


The residential and nursing care sector in Leeds is changing. Services are still required in Leeds to meet the needs of the most complex individuals, to provide crisis intervention to avoid hospital admissions, and to facilitate carer breaks as part of a residential respite offer.

There have been several working age adults' homes that have closed over the last few years where buildings have become outdated. Individuals have been supported to move on to community settings, sometimes with the same provider.

**Current Commissioning**

The working age adults' homes in Leeds are run by regional and national providers. The chart shows the number of working age adults' homes in Leeds by service type and sector.

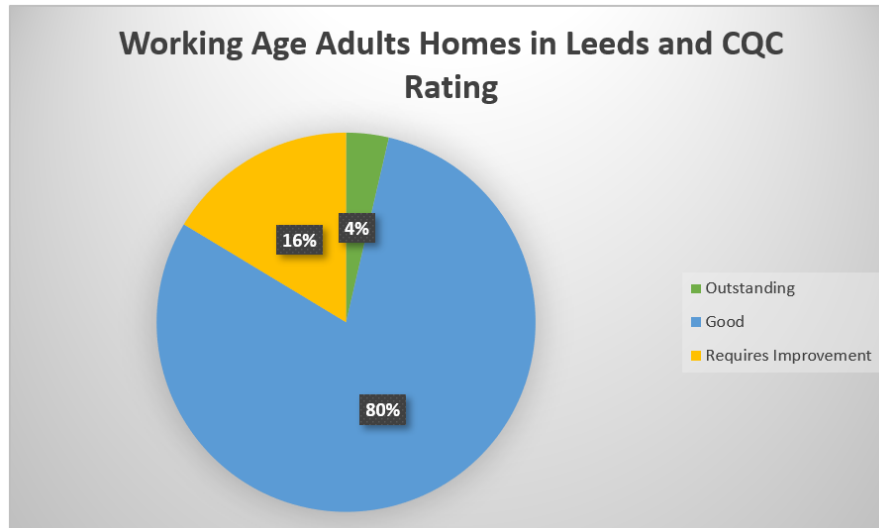


There are 53 working age adults care homes in Leeds in September 2023. Most residential beds are within the learning disability sector and many of the nursing beds are within the mental health sector.

Most of the homes are run by Leeds or regional based providers within Yorkshire and Humber. 3 nursing homes are a mixed community of working age adults and older people. For the working age

adults' homes, the median size of the care homes is 8 beds, with the smallest being 3 beds, and the largest being 41.

The chart below details the current CQC ratings for working age adults nursing and residential homes as of September 2023:



The bed occupancy levels for working age adults' homes in Leeds is high with nursing homes have an occupancy level of 93.12% and residential homes have an occupancy level of 92.99%.

<b>Out of area placements (Sept 23)</b>	
Learning Disability	243
Mental Health	71
Physical and Sensory Impairment	45

There are still individuals placed outside of Leeds due to client choice or as a requirement of the criminal justice system. However, there are individuals still being placed outside of Leeds because of a lack of available, appropriate placements.

#### **Working Age Adults - People with a learning disability**

There are 2,106 people in Leeds with a learning disability, and 228 people with a learning disability and autism, who have Care Act eligible needs. People's needs are met by a range of services, from accommodation-based 24/7 support to domiciliary, outreach and day opportunities.

#### **Current Commissioning**

There are 1,278 people with a learning disability receiving support within a nursing home, residential home or supported living service. This includes 310 out of area placements (243 within residential and nursing homes, and 67 in supported living).

Age (Sept 23)	Nursing and residential care	Supported Living	Total
18-64	329	711	1040
65+	80	158	238
	409	869	1278

We provide community support to people with a learning disability to:

- develop skills and experience with daily living and employment.
- provide carer breaks.
- support individuals to remain living within the family or own home.

Community Support (Sept 23)	
Day Opportunity	1548
Domicillary/Outreach	612

Leeds is proud of its active third sector. Some of our community / employment-based day opportunities are national leaders in the field of asset-based community development and strengths-based approaches. The providers have worked together with people who use services and commissioners to develop [Learning Disabilities Day Opportunity Standards](#) for the city.

The [Leeds Learning Disability Partnership Board](#) are actively striving towards supporting people to achieve the outcomes that matter to them. These are defined in the [Being Me Strategy](#). This is evident in the numerous projects rooted in communities, supporting people to gain employability skills and work towards living as independently as possible.

### Future Direction

#### Age

The highest increase in the learning disability population is the younger 18-24 year and older 75+ age groups. This is impacting on the demand and the services required in the city, including.

- Supported Living designated and designed for young people in shared models.
- Purpose-built ground floor and adapted housing, and residential care, to meet the needs of older people with a learning disability. There are opportunities to cross traditional provider boundaries, and work with older adult providers, with a focus on age related needs.

#### Complexity

There is an increasing number of people with learning disabilities who have a range of very complex needs, and therefore we require different types of accommodation with intensive support, which can be adapted to meet their needs. There is a high demand for supported accommodation delivered within flats and apartments, rather than shared living spaces.



## Current commissioning

Leeds has a diverse range of mental health services, which are person centred and focus on recovery. These are key priorities within the [Leeds Mental Health Strategy 2020-2025](#). The market has grown over the last few years driven by the need to support people who are being discharged from complex care settings. In September 2023, we had sufficient accommodation with support available to enable people to return to Leeds on discharge, where this was their choice.

Within Leeds there are 650 people (aged 18-64 years) with a Care Act eligible need. Service provision ranges from accommodation-based 24/7 services to domiciliary and outreach support. The highest need is within the 35–54-year age group. There are around 350 people with a mental health need receiving domiciliary and outreach support. This table shows the number of people with a mental health need receiving accommodation with support services.

MH Placements (Sept 23)	Nursing and residential care	Supported Living	Total
In area	77	123	200
Out of area	71	34	105
	148	157	305

## Future Direction

### Recovery focused

People using services have told us that they want to live in high quality accommodation with support that meets their specific needs, including.

- Staff trained in a recovery model approach.
- Services to support recovery, maximise rehabilitation and the development of independent living skills.
- Awareness of the impact of complex trauma, and using trauma-informed responses when providing care and support.

### Care pathway

We work with key partners and providers in Leeds through the mental health provider forum to develop and improve service pathways to enable:

- Proactive support to develop independent living skills, and reduce one to one support hours, in line with an individual's needs.
- Access to step down or move-on accommodation from care homes and supported living, to support people's independence.
- Access to floating support/community services (ie. not linked to specific accommodation) for daily living skills and maintaining a tenancy.

### Community

People have told us that they want support that is responsive, proactive and which connects them to their local community to support recovery.

- Services that are embedded in local communities and support people to get out and about and live varied and full lives.
- Reduction of out of area residential and nursing placements, so that people stay connected to their local communities, where this is appropriate.

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### *Working Age Adults - Physical and sensory impairment*

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2 - council

This element of commissioning covers a wide range of disabilities and needs. The health conditions include acquired brain injury from stroke, accidents or alcohol-related Korsakoffs disease; and long-term progressive or neurological disorders such as Huntington’s disease and Multiple Sclerosis. These are the areas that require most of the support provided under Care Act eligible needs. Care and support needs may arise when people living with sensory impairments also have needs linked to mental health, learning disability or physical disability.

#### **Current commissioning**

The table shows the number of accommodation-based placements and services for people with a physical and sensory impairment ages 18-64 years.

<b>Age (Sept 23)</b>	<b>Nursing and residential care</b>	<b>Supported Living</b>	<b>Total</b>
18-64	69	11	80
65+	45	4	49
	114	15	129

Only five individuals have a primary need of sensory impairments within accommodation services. There is a Leeds Sensory Service commissioned to support people who have a sensory impairment. This provides information, advice and guidance, practical support, and access to equipment and statutory services including a Care Act assessment.

523 people receive home care or outreach/floating support whose needs related to physical disability, acquired brain injury or sensory impairment (September 2023). This ranges from generic home care support to specialist outreach services.

#### **Future Direction**

## **Promoting independence / Rehabilitation**

We require:

- Proactive providers who can support individuals to step down from nursing and residential services. This will maximise people's independence, and create vacancies within care homes for individuals with the most complex needs.
- Housing with support providers who develop domiciliary and outreach services. This will create a care pathway to independence, and support the continuity of care into mainstream housing.
- Domiciliary and outreach services to support rehabilitation and recovery. This will promote daily living skills to enable independence.

## **Complexity**

We have a need for nursing and residential care for people with the most complex physical health conditions that cannot be met within their own home or supported living. This includes those living with an acquired brain injury or with long term health conditions such as Huntington's Disease and Multiple Sclerosis (MS). In addition, we urgently require more supported living for individuals to enable move on from nursing and residential services.

## **Community**

We predict an increase in the number of people with complex needs remaining within their own home and there is a need for providers who can meet these higher levels of needs in the community. People have told us that they want more opportunities to receive rehabilitation and support within their own home. This could involve pioneering and maximising the use of assistive technology to support individuals to be as independent as possible.

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### *Working Age Adults - Young people 18-25*

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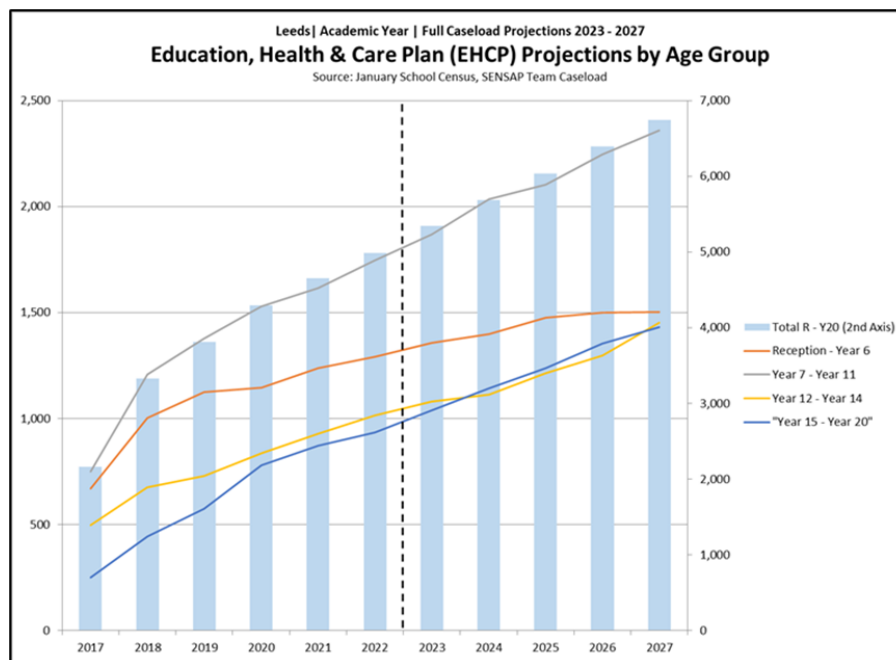
## **Overview**

We have a Transitions Team in Leeds that supports young people into adult social care who have a diagnosed disability and an Education Health Care Plan (EHCP).

The young people requiring support may have one or more diagnoses or be waiting for a formal diagnosis of:

- learning disability and/or autism.
- mental health needs, including personality disorders.
- sensory impairments including hearing and sight loss.
- physical disabilities and long-term conditions.
- acquired brain injury.

The following chart shows the Leeds Education and Health Care Plans by Age Groups to illustrate the 3 year pattern



3 - Data source: January school census/January 2022 SEN2 return

### Current commissioning (Sept 2023)

Services include nursing and residential care (including respite), supported living accommodation, outreach services and day opportunities.

This table shows the number of young people (18 to 25 years) within supported living, residential and nursing homes. 71 of these young people are in Leeds.

Service Type	LD	MH	PSI	Total (Sept 23)
<b>Nursing Home</b>				
In Leeds	0	0	0	0
Out of Area	1	0	1	2
				<b>2</b>
<b>Residential Home</b>				
In Leeds	22	3	0	25
Out of Area	17	4	0	21
				<b>46</b>
<b>Supported Living</b>				
In Leeds	40	6	0	46
Out of Area	15	5	0	20
				<b>66</b>

### Working Age Adults - Future Direction

Leeds City Council is completing a Strategic Housing Market Assessment that will also produce further information on what general and specialist housing is required in the city.

The NHS in West Yorkshire is undertaking a specialist housing needs analysis for people with a learning disability, autism, and serious mental illness. We will develop an action plan from this analysis to identify what specialist housing is required over the next 10 years, and this will be published in due course.

There is no demand for generic services and therefore we require providers to communicate development ideas with us using [waa.contracts@leeds.gov.uk](mailto:waa.contracts@leeds.gov.uk) to ensure that they will meet the current need. Any procurement opportunities will be advertised through [YORTender](#).

We are keen to work with and share information around future opportunities with Registered Social Landlords, housing providers/developers, and care and support providers through organising **Market Development Discussion Groups**. Register your interest by email [waa.contracts@leeds.gov.uk](mailto:waa.contracts@leeds.gov.uk)

We require developers to complete a due diligence form to provide assurance around the security of the development and financial assumptions (e.g. reasonable rent levels).



## Public Health and Housing Related Support Services

### Overview

We invest in a wide range of housing related support and public health services, including a range of preventative services.



### **Current commissioning – Public Health**

Recently commissioned public health services include:

- A new mental health and wellbeing service from July 2023 called 'Being You'.
- A sexual health improvement service which with contract extensions will run to 2030.
- A Community Health Improvement and Development service: 'Better Together', delivered by a number of third sector organisations, with extensions up to 2030.
- Leeds Stop Smoking Service to be delivered, with extensions for the next 8 years.
- Mindful Employer Network, to run with extensions up to 2027.
- Cancer awareness community service with extensions up to 2029.
- Home Independence and Warmth Service which with extensions will run up to 2028.
- NHS Health Checks delivered by Leeds GP Confederation, with extensions up to 2032.

Several services are currently being procured or will be in the next twelve months:

- Family Healthy Living services.
- Leeds Suicide Bereavement Service.

Others have just been extended such as:

- 0-19 Public Health Integrated Nursing Service.



**Current commissioning - Drug and Alcohol**

We have a single Drug and Alcohol service, Forward Leeds, which has been rated as outstanding by the CQC. It is led by Humankind and delivered in partnership with Leeds and York Partnership Foundation Trust (LYPFT), St Anne’s and BARCA Leeds. A new contract started in 2023 for 5 years, plus the possibility of extending for a further 5 years.

Several grants to enhance the service and expand the treatment offer are in place including: Office for Health Improvement and Disparities (OHID) Supplemental, Rough Sleeping Drug and Alcohol Grant, Housing grant, regional grant for detox support.

The service is designed to deliver the ambitions of the national Drug Strategy: From harm to hope: A 10-year drugs plan to cut crime and save lives and our Leeds Drug and Alcohol Strategy

In addition, we have St Anne’s Alcohol Rehabilitation and Detox service, which is contracted up to 2025 with provision for a two year extension.



**Current commissioning - Domestic Abuse**

*Leeds Domestic Violence Service (LDVS)*

We commission an integrated service led by Leeds Women’s Aid in partnership with Behind Closed Doors and Women’s Health Matters. It includes community support, independent domestic violence adviser support, a 24 hour helpline, drop-in service, group support, emergency accommodation (refuge and dispersed properties) and resettlement support.

### *New Burdens Domestic Abuse Grant*

The Domestic Abuse Act 2021 placed new duties on local authorities across England. Victims of domestic abuse and their children have the right to access the right support in safe accommodation when they need it.

We have used New Burdens grant funding to deliver several local priorities determined by the Domestic Abuse Voice and Accountability (DAVA) Forum and the Domestic Abuse Local Partnership Board (DALPB). This has included:

- Enhanced support in our specialist accommodation, including support for children.
- Enhanced support in our housing related supported accommodation to provide support with Domestic Abuse.
- A Sanctuary Support team with community partners to support people to stay safely in their homes.



#### **Support for people who have been in the criminal justice system**

An Integrated Offender Management service is commissioned with funding support from the West Yorkshire Combined Authority.

**Accommodation for Ex-Offenders (AFEO)** – we have utilised Accommodation for Ex-offenders (AFEO) grant to secure additional properties and support.

#### **Housing Related Support including street support services**

We commission contracts to help reduce homelessness and rough sleeping and help people of all ages to sustain independent living.

We work in partnership with local statutory and third sector organisations to inform our commissioning. The services we commission contribute to delivering the objectives in the National Homelessness strategy: [Ending Rough Sleeping for Good](#) and our [Leeds homelessness strategy](#)

We have developed a women's pathway to provide additional support and accommodation and to address hidden homelessness.

We have contracts with third sector organisations to provide support to women who sex work and to deliver the Housing First model for this group.

Current contracts include:



- Street Outreach.
- St Anne's Resource Centre.
- Beacon – integrated accommodation service.
- Engage – a single all age visiting support service.
- St George's Crypt - overnight Service.
- A number of specialist services including Carr Beck and Regent Lodge.
- Our Way Leeds (OWL) – a supported accommodation and visiting support service for young people aged 16-22. This is jointly commissioned with Children's Services.
- IT Housing Related Support Gateway – to provide case management and performance reporting.

### *Grant funding*

We have utilised central government grant funding to deliver additional services. This has included:

- **Rough Sleeping Initiative funding** for extra outreach, accommodation, navigator support and a Housing First pilot.
- **RSAP (Rough Sleeping Accommodation Programme)** – we have utilised Central Government RSAP funding to bid for resource to create more than 70 new homes with our partners. This has included a partnership with Together Women and an innovative modular homes project with Clarion and St George's Crypt.
- **Supported Housing Accommodation Programme (SHAP)** – we have been successful with bids for SHAP funding for adult and young person's schemes. We will deliver 44 additional supported accommodation places by March 2025.





## **Future Direction - Housing Related Support and Domestic Abuse services**

We are experiencing high need and demand for services. We are looking to maintain current delivery for the next 3 to 4 years to respond and ensure that services can deliver, and recruit and retain staff. In the medium term we will be undertaking a review of services with statutory and third sector partners and people with lived experience. We will be designing services to ensure that they are fit for purpose and deliver good outcomes, so that we have what we require to meet future need. We will develop expertise and deliver trauma-informed approaches. We will be looking at investment from core funding alongside the availability of grant beyond 2025.

We will be looking to develop a supported accommodation offer that enables us to keep the number of people in temporary accommodation low.

The focus for future services will be self-contained accommodation with needs-based support. We expect to continue to have some 'core' properties which have 24 hour support on site. We will be developing additional 'move-on' accommodation and looking to expand our Housing First model. We are interested to hear from any landlords who would help us to develop our accommodation offer, particularly Registered Providers. Accommodation supply that is affordable, energy efficient, based in communities and accessible is of particular interest to us.

## **Support for Providers**

### **Collaborative contract management**

Our headline performance frameworks form part of our tender documentation, which are advertised on [YORTender](#). We work closely with successful bidders to co-produce the final performance framework. This ensures that performance delivers the intended outcomes and is measurable and evidenced. We work closely with our providers, including having regular contract monitoring conversations. The frequency is dependent on size, complexity, and risk of the contract/grant arrangement.

We developed a tailored quality management framework for non-regulated services. This enables a systematic approach for providers to undertake self-assessment against 5 key themes (well led, performance, safe, effective and co-production). This also covers any requirements for organisational quality competencies and standards (e.g. Domestic Violence Quality Mark), and workforce training and qualifications. The findings form the basis of a quarterly discussion with us to highlight good practice and enable improvement.

### **Safeguarding**

We provide regular safeguarding updates and information to providers, including as part of the Adult Social Care bulletin. All providers are also encouraged to sign up to receive the Leeds Safeguarding Adults Board bulletin.

Many of our services are CQC registered but for those that are not, we use a Quality Management Framework. "Safe" is one of the 5 themes in the QMF. Requirements include demonstrating that the service has robust policies and procedures for safeguarding and protecting children, young people and adults at risk; reporting of and co-operation with driving up standards, and incorporating lessons learnt from serious untoward incidents, including death in service and Domestic Homicide Reviews; and managing risk appropriately.



### **Improving Quality**

The council's [Care Quality Team](#) offers free support to providers to aid in the continuous improvement of their services and the quality of the care they provide.

### **Workforce development**

The [Leeds Adult Social Services Workforce Strategy](#) sets out the approach that the council is taking to support the sector to meet current and future needs.

Our **Organisational and Workforce Development Team** offer a high quality and comprehensive learning and development programme that is free to access to all social care providers in Leeds. It is designed with key stakeholders to ensure our training offer meets the needs of a wide-ranging workforce. Our offer is accessible to all, including delivery from community venues and to voluntary sector organisations.

[The Leeds We Care Academy](#) can support the attraction, recruitment, and development of the adult social care workforce. The academy takes a values-based approach to attraction and recruitment. We actively target under-represented groups to ensure we have a workforce that reflects the diversity of the city as well as younger people.

**The Leadership Academy** supports and develops future talent to enable a well-led and well-managed adult social care workforce.

## **Useful Contacts**

### **Unpaid Carers**

[ian.brookemawson@leeds.gov.uk](mailto:ian.brookemawson@leeds.gov.uk)

**Dementia**

[timothy.sanders@leeds.gov.uk](mailto:timothy.sanders@leeds.gov.uk)

**Older People**

[OPCommissioning@leeds.gov.uk](mailto:OPCommissioning@leeds.gov.uk)

[Olderpeoplescarehomes@leeds.gov.uk](mailto:Olderpeoplescarehomes@leeds.gov.uk)

[Homecare.Providers@Leeds.gov.uk](mailto:Homecare.Providers@Leeds.gov.uk)

[Carequality@Leeds.gov.uk](mailto:Carequality@Leeds.gov.uk)

**Extra Care**

[extracarecommissioning@leeds.gov.uk](mailto:extracarecommissioning@leeds.gov.uk)

**Working Age Adults**

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**Public Health and Housing Related Support Services**

[s&cnotifications@leeds.gov.uk](mailto:s&cnotifications@leeds.gov.uk)

**Organisational and Workforce Development**

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