

**Appendix 2: potential ability of options for directly provided services for adults with complex needs to meet Programme outcomes**

Outcomes	Option 1: maintain the status quo.	Option 2: increase capacity.	Option 3: redesign and/or explore alternative delivery model.	Option 4: decrease capacity	Option 5: cease direct provision
To take into account the feedback received from key stakeholders to strengthen and improve opportunities to meet assessed eligible care and support needs and outcomes.	Yes. This option had broad support from key stakeholders.	Yes. This option had broad support from key stakeholders.	Yes. This option had broad support from key stakeholders.	No. This does not have broad support from key stakeholders.	No. This is not supported by key stakeholders.
To ensure 'The Offer' is fair, transparent, sustainable and proportionate to meet assessed eligible care and support needs.	No. The service charter is not clear and services may not be consistent with people's assessed eligible care and support needs.	Yes. A clear service charter would be developed to reflect these needs and to make the offer clear to current and new users.	Yes. A clear service charter would be developed to reflect these needs and to make the offer clear to current and new users.	No. There is limited capacity in the independent marketplace currently and there are concerns from carers / relatives about the quality of support.	No. There is limited capacity in the independent marketplace currently and there are concerns from carers / relatives about the quality of support. There was limited interest from the independent market.
To maintain and strengthen the quality of support, establishing clear contracting mechanisms, with proportionate quality monitoring / assurance.	No. Without a clear specification it is not possible to satisfactorily quality monitor / assure the services (implementing fair and equitable standards and treatment as per the independent market)	Yes. Quality assurance arrangements would be put in place based on the service charter.	Yes. Quality assurance arrangements would be put in place based on the service charter.	Yes. Formal arrangements for procurement, contracting and quality assurance could be put in place with the independent marketplace. Quality Assurance arrangements would be put in place based on the service charter.	Yes. Formal arrangements for procurement, contracting and quality assurance could be put in place.
To address the difference in price paid for the provision of services, ensuring a sustainable and fair marketplace.	No. The cost of services is not based on eligible needs and is an historical calculation.	Yes. The cost of services could be reviewed in the light of the service charter to ensure that it is proportionate to eligible needs.	Yes. The cost of services could be reviewed in the light of the service charter to ensure that it is proportionate to eligible needs.	Yes. Set rates could be introduced to reflect users assessed eligible care and support needs (see independent marketplace work). The cost of services could be reviewed in the light of the service charter to ensure that it is proportionate to eligible needs.	Yes. Set rates could be introduced to reflect users assessed eligible care and support needs (see independent marketplace work).
To support people and services to shift from community presence to genuine community inclusion.	Yes. The service would continue to support people to access the community – however it is noted there are variations in current practice.	Yes. A requirement to maximise community inclusion could be written into the service charter.	Yes. A requirement to maximise community inclusion could be written into the service charter.	No. There is limited capacity in the independent marketplace currently and there are concerns from carers / relatives about the quality of support.	No. There is limited capacity in the independent marketplace currently and there are concerns from carers / relatives about the quality of support.
To contribute towards the £3.7million savings required for the Medium Term Financial Strategy.	No. Without change no savings are possible.	Yes. More effective ways of delivery could be explored and an extension of the offer could reduce expenditure in the independent market.	Yes. More effective ways of delivery could be explored and an extension of the offer could reduce expenditure in the independent market.	No. It is not clear that the cost of services provided to people would represent value for money.	No. It is not clear that the cost of services provided to people would be lower in the independent market and the impact could increase expenditure i.e. crisis support.