

ADULT SOCIAL CARE MARKET POSITION STATEMENT 2023-2026



LIVING WELL AT HOME

 **Tameside**
Metropolitan Borough

FOREWARD

We have great pleasure in introducing this Market Position Statement, which sets out our vision for care and support services in Tameside and the Council's intentions as a strategic commissioner of services. The Market Position Statement aims to create a common understanding of the local care market covering need and demand for care, and commissioning intentions to enable the effective design and delivery of services for people that need care and support now and in the future. Importantly this creates a platform for continued dialogue and collaboration between citizens, providers and the Council around the challenges facing the local social care and health system, and the market development solutions that exist to improve care outcomes.

The Care Act 2014 sets out the law around market development in adult social care. It sets out duties on local authorities to facilitate a diverse, sustainable high-quality market for their whole local population, including those who pay for their own care and to promote efficient and effective operation of the adult care and support market as a whole.

This is an important document for us because we want to influence and support the local care market to provide innovative, diverse, good quality and best value services for the people of Tameside. We have built strong relationships with many providers and we want to develop this further. We want to work in close partnership. We want to help existing and potential future providers to understand Tameside, the strategic priorities and expectations of the Council, along with the local demographics and needs of the population. We want to facilitate dialogue with existing and potential providers to encourage innovation and stimulate the local market to deliver the best possible care and support for residents.

Thank you for taking the time to read this document. We look forward to getting your feedback on it as part of our ongoing dialogue with you.



Stephanie Butterworth
Director of Adult Services



Councillor John Taylor
Executive Member for
Adult Social Care

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INTRODUCTION

The scale of social care and support is vast and affects the lives of over ten million adults of all ages in England at any one time. People draw on care and support in different ways and at different stages of their life. Some people will require support throughout their life and become experts in their own care needs although care needs may develop suddenly or, for others, gradually.

Social care supports adults of all ages with a diverse range of Care Act eligible needs, including:

- 01 Autistic people
- 02 People with a learning disability
- 03 People with a physical disability
- 04 People with mental health conditions
- 05 People with sensory impairments
- 06 People who experience substance misuse
- 07 Older people
- 08 People with dementia
- 09 People with long-term conditions

CARE & SUPPORT

Care and support covers a wide range of activities to promote people's wellbeing and supports them to live independently, staying well and safe. It can include personal care, such as support for washing, dressing and getting out of bed in the morning, as well as wider personalised support to enable people to stay engaged in their communities and live their lives in the way they want. This can include support to engage in work, training, education or volunteering, or support to socialise with family and friends and maintain personal relationships.

Adult social care in Tameside with its philosophy of "Living Well At Home" is committed to enabling people to remain well and live independently in their own homes and communities. People who, because of a general deterioration in health or a long term condition, need additional support, can expect a good quality service that is person centred and meets their needs and is available when and where it's needed.

MARKET POSITION STATEMENT

A Market Position Statement summarises supply and demand and signals business opportunities in the area. This Market Position Statement looks at adult social care provision in the borough of Tameside.

Who is this Market Position Statement aimed at?

This document reflects the continued dialogue between the Council, people who use services, carers, providers and others about the vision for the future of local social care markets in Tameside and, hence, is aimed at:

- Providers of adult social care who can learn about the Council's intentions as a purchaser of services.
- Voluntary, Community, Faith and Social Enterprise organisations who can learn about future opportunities and what would enable them to build on their knowledge of local needs to develop new activities and services.

- Providers interested in local business development and social enterprise who can read about new opportunities in the market and tell us what would help them to enter into social care markets and offer innovative services.
- Social care providers and organisations not currently active in Tameside who could find opportunities to use their strengths and skills to benefit local people and develop their business.

As commissioners, we recognise that, alongside providers and communities, we need to understand the difference between supply, availability, demand and quality compared with 'what good looks like' to respond to what is needed.

Covid-19 has had a significant effect and brought about change to communities across the country as a whole, particularly on vulnerable people and groups as well as the care sector. As we come through the pandemic there is now a chance to co-produce options based on new ideas; to build back better and re-focus commissioning for a future that ensures improved wellbeing, greater choice and control and good outcomes for people in the community.

What is the purpose of this Market Position Statement?

This Market Position Statement provides an overview of the provision of Adult Social Care and support in the borough of Tameside. This document and the data in it are presented in such a way as to encourage providers to analyse, interpret and innovate by way of contributing to the realisation of Tameside's vision for the future.

- Understand the future strategic direction of care and support needs and our future commissioning intentions.
- Give an overview of the current people we support, and insights into the wider market.
- Make proactive business and investment decisions.
- Understand future demand; where there are gaps in the current offer; and where a change to the current provision may be required.
- Work with us to develop the market and respond to individual needs and choices.

Adult Services wants to develop evidence based early interventions that encourage people to manage, and maintain their independence, with a range of asset based community support. Where support is required we want services that are designed to ensure that people can get the right level and type of support, at the right time to help prevent, reduce or delay the need for ongoing support, and to maximise people's independence.

To do this we are looking to develop and improve our communication with partners, encouraging creativity and innovation, sharing ideas and best practice and engaging with our communities to better understand what local people need and want from their support.

Key messages

- The approaches must be based on human rights, equality and justice; focussing on independence, the right to a quality life with choice and control.
- The voice and experience of citizens must be central and commissioning for the future must be shaped by their specific hopes, aspirations as well as concerns; we aim to make a reality of co-production and the power of lived experience.
- As people remain living at home longer, an increase in demand for housing with support will need to be responded to with digital solutions integral.
- The need for residential care will decrease with the plans to expand the provision of extra care housing in the Borough. However it is projected that the need for nursing care will increase over the coming years. Subsequently the spend on residential and nursing care as a proportion of our total budget on older people will decrease as more people are supported to live longer in their own homes; therefore staying well and independent for longer will be key to mainstream services.
- There will be more of an emphasis and encouragement on people maximising their natural community support so providers need to have a greater awareness of the community and support offers that are available to inform customers.

PRIORITIES

Priorities will focus firstly on helping people to find the support they need within their communities and to avoid dependency on adult social care funded services in the long term. Where people have an eligible need, the emphasis will initially be on intensive, short-term 'reablement' which restores maximum independence. Where an assessment identifies that people need a longer-term service, the focus will remain on models that promote independence and ensure that people are able to make full use of community resources.

This will mean:

- Focusing on the outcomes that the person wants to improve upon, the level of response required and assertive monitoring of whether their life is improved as a result.
- Helping individuals to make informed choices about what to buy and from whom.
- Rebalancing the profile of spend away from institutional settings to support in the community, reinforced by a wider range of accommodation options.
- Continuing the shift to more flexible arrangements that encourage responsiveness to the needs and choices of people based on affordability, choice, quality, and accountability in service provision.
- Focusing on the needs of individual, and purchasing highly specialist services where needed.
- Emphasising co-production with communities, with eligible people and their carers, and with providers.

This will require:

- A robust Voluntary, Community, Faith and Social Enterprise Sector (VCFSE) infrastructure that can reliably deliver services and other opportunities.
- A firmer evidence base, informed by more effective monitoring of outcomes and feedback from citizens to shape future commissioning intentions.
- A close relationship with current and future providers which continues to share market intelligence to further the understanding of any potential gaps in provision and clarification of respective roles in responding to need.
- An increasing emphasis on the provider's ability to demonstrate innovation, impact, productivity, cost effectiveness and value-for-money.

National Drivers

There are a number of key statutes that govern the delivery of local authority social care including:

Care Act 2014

The Act replaces numerous previous laws to provide a coherent approach to adult social care in England by consolidating and modernising the framework of care and support law, setting out new duties for local authorities and partners, and rights for service users and carers.

The Act aims to achieve

- Clearer, fairer care and support.
- Wellbeing – physical, mental and emotional – of both the person needing care and their carer.
- Prevention and delay of the need for care and support.
- People in control of their care.

The Care Act 2014 www.legislation.gov.uk with its focus on wellbeing, provides a strong foundation for the governments vision for the future of Adult Social Care. It has been recognised that the ambition of the Care Act has not consistently been achieved in the way the Government would have liked. Building on the Care Act the Government have produced a new Adult Social Care White Paper which will introduce new measures to strengthen how care and support is delivered and provide the tools to ensure delivery on both the letter and the spirit of the Care Act.

**PEOPLE AT THE HEART
OF CARE – ADULT
SOCIAL CARE 10 YEAR
STRATEGY**



The Government has stated its firm commitment to reforming adult social care. The vision is for people who draw on care and support to lead a fulfilling life, playing a full role in society. In addition there is a desire to acknowledge the important role of families and friends in caring for one another, while also enabling those who provide unpaid care to a friend or loved one to be supported to achieve their own life goals. Alongside this they are committed to the adult social care workforce feeling recognised and have opportunities to develop their careers.

The ambitious 10-year vision sets out how support and care in England will be transformed. The vision puts people at its heart and revolves around 3 objectives:

1. People have choice, control and support to live independent lives.
2. People can access outstanding quality and tailored care and support.
3. People find adult social care fair and accessible.

Person-centred care is a key theme running through this vision. Genuine choice and control about personalised care and support can enhance quality of life and promote independence in a way that matters to individuals.

It sets out the vision for adult social care putting people and families at its heart. It is a vision that:

- Offers people choice and control over the care they receive.
- Promotes independence and enables people to live well as part of a community.
- Properly values our exemplary and committed social care workforce, enabling them to deliver the outstanding quality care that they want to provide.
- Recognises unpaid carers for their contribution and treats them fairly.

The core purpose of adult social care should be to help people maintain or gain their independence, allowing them to have control over their lives. It should see investment in preventative services increasing care and support options available; provide the right information and advice to allow people to plan for the future; enabling people to remain in their own homes and communities for longer and achieve the outcomes that matter to them.

Other key statutes include

- The Mental Capacity Act 2005
- Mental Health Act 1983 (reviewed in 2007)
- Equality Act 2010

The Local Government Association and Directors of Adult Social Services websites have more information about social care policy.

LOCAL DRIVER

Tameside Council has developed a corporate plan that reflects our priorities and guiding principles. 'Our People Our Place Our Plan' outlines our aims and aspirations for the area, its people and how we commit to work for everyone, every day.

The plan is structured by life course – Starting Well, Living Well and Ageing Well, underpinned by the idea of ensuring that Tameside is a great place to live, work and has a vibrant economy. Within each life course we have identified a set of goals that set out what we want to achieve for people throughout their life.

The plan is supported by a list of our public service reform principles that define the ways we will achieve those goals. The principles are Greater Manchester wide ideas that we have adopted locally and will redefine our relationship with residents – doing with, not to.

Click [here](#) to view the 'Our People- Our Place- Our Plan' document.

CHALLENGES & OPPORTUNITIES

Adult Social Care face a number of significant challenges:

- The population is living longer with increasing complex needs.
- People deserve high quality and choice in the services they access.
- Retention and development of the Adult Social Care workforce.
- Uncertainty of long-term funding of Adult Social Care.

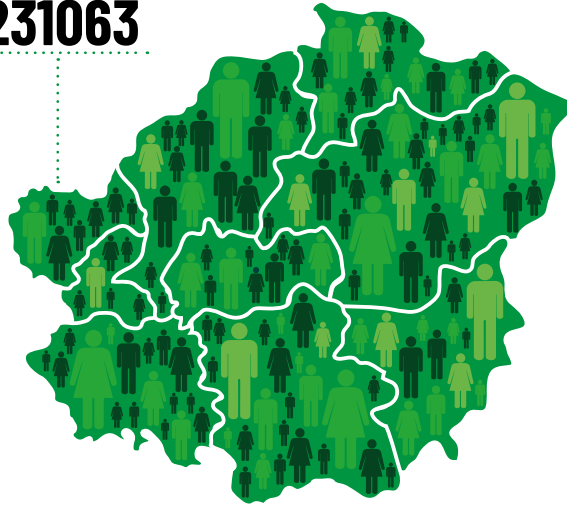
Tameside is not facing these challenges alone; our partners, providers, and other organisations are all confronting these and other challenges, and it is essential that we act collectively to deliver positive outcomes for our communities.

These challenges provide us with opportunities. Tameside is committed to an asset-based approach to commissioning working collaboratively with people in Tameside and providers to identify those assets valued by the community. There is an opportunity to develop a diverse and vibrant market together, that recognises assets, talents, and the aspirations of the population, working in partnership, sharing our challenges and co-producing outcomes. We will strive to create an environment where honesty and transparency fuels innovation and leads to joint solutions and shared outcomes.

In overcoming both current and future challenges it is essential that services can flex to meet both changing demand and requirements. In doing so we will work with providers that are willing and able to react to these changes as required, and deliver the appropriate contracting arrangements to support this.

Tameside the Place

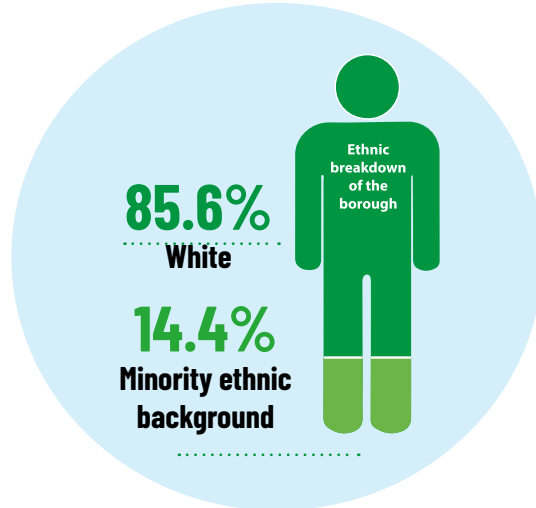
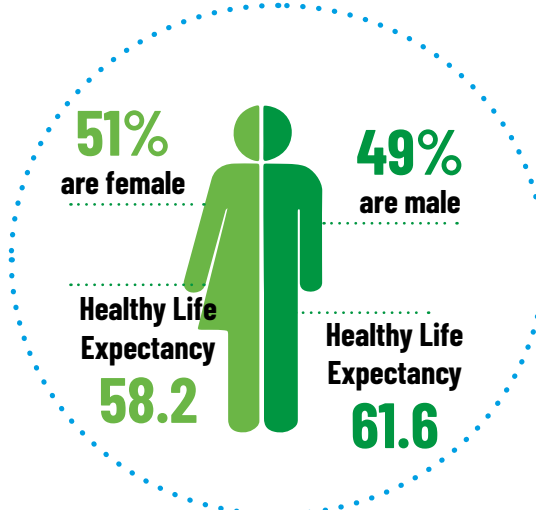
Population
231063



Age Group	Number	Percentage
0-17	51,193	22.2
18-64	139,361	60.3
65+	40,509	17.5

Ageing Population
65+ predicted to increase by **5.6%** by 2025
and by **15.8%** by 2030

Mental health
The estimated rate of common mental health disorders (e.g. depression and anxiety) in Tameside is **19.5%** for residents aged 16+ and **12.1%** for residents aged 65+



3.6%
Previously served in either regular or reserve UK armed forces

11%
Provide unpaid care

20.9%
of the population's day to day activities are limited a lot / a little

In the Index of Multiple Deprivations (IMD) 2019, Tameside is ranked as the 28th most deprived of 317 Local Authority districts in England and the 5th most deprived in Greater Manchester.

Current 60+ population smaller than national average and statistical neighbours

But 50-59 group is larger suggests a growing older population but opportunities to target these groups for preventative interventions

In the next 20 years many of our older groups in the population will increase in size

Over 65s will increase by 20%

Over 80s will increase by 69%

Over 90s will increase by 92% (small numbers)

More of this growth is expected to be among males with smaller growth in females

In contrast to most age groups under 50 seeing only single-digit % increases

AGEING WELL NEEDS ASSESSMENT

	Based on Actual In Year Numbers				Based on Forward Predictions				
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Nursing	-18%	-26%	-30%	-31%	-25%	-14%	2%	23%	50%
Residential	0%	-3%	-13%	-19%	-22%	-27%	-32%	-37%	-42%
Direct Payment Online	-15%	-4%	-24%	-5%	-15%	-14%	-16%	-13%	-17%
Part Direct Payment	37%	47%	33%	30%	46%	39%	39%	44%	45%
CASSR Managed Budget	-4%	-3%	12%	14%	17%	21%	26%	30%	34%
Total	-4%	-5%	1%	0%	2%	4%	7%	11%	15%

OTHER FINDINGS

- A large proportion of older adults in Tameside live alone – which is associated with poorer outcomes
- Some older adults simultaneously experience a range of challenges (living alone; fuel poverty; income deprived)
- Older people in Tameside experience a range of inequalities – particularly women, people with LD & Autism, and people from ethnic minority communities – and some intersectionality (those experiencing all of the above!)
- Challenges accessing information on services (esp. with increased digitisation)
- Limited supported and flexible housing options
- People in Tameside face increasing difficulties engaging in work as they grow older
- Evidence of under-claiming of benefits and allowances for carers in Tameside
- Importance of transport to older people highlighted and particular challenges with transport links within the borough
- Higher prevalence of common mental health disorders among older adults in Tameside (which is often under-reported for this age group anyway)
- High excess winter death ratio in Tameside compared to statistical neighbours

For more detailed information please refer to The Ageing Well Needs assessment at: www.tameside.gov.uk

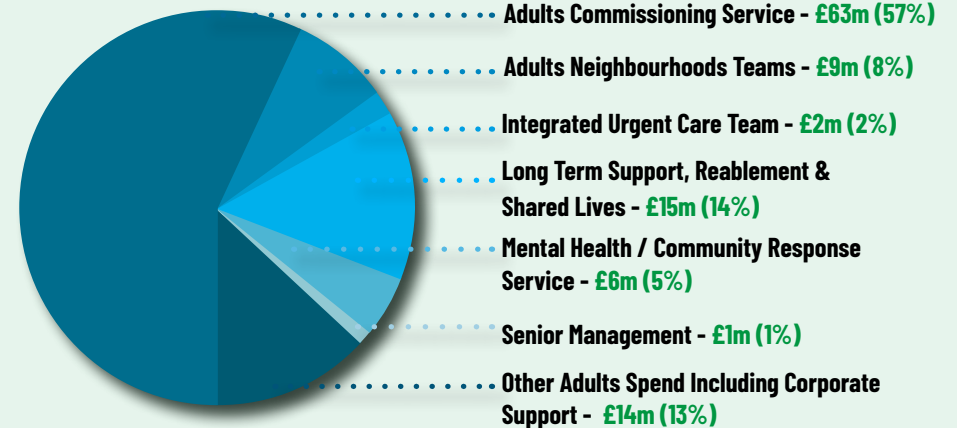
Adult Social Care Expenditure 2021/22

Total expenditure on Adult Social Care in 2021/22 £110m as per Revenue Outturn (RO) Return

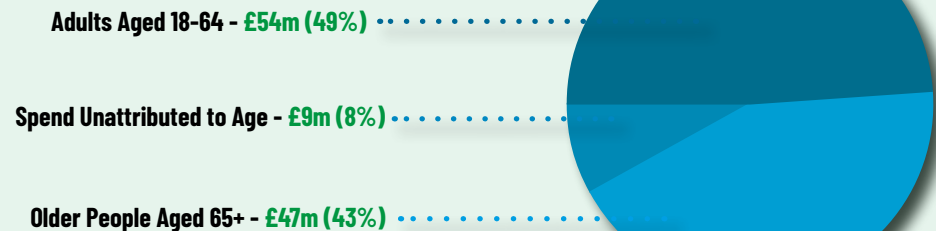
Tameside spent **£446.54** per head of population (18+) on adult social care, an increase of **19%** on the previous year.

3rd lowest spend per head of population (18+) amongst the NW authorities

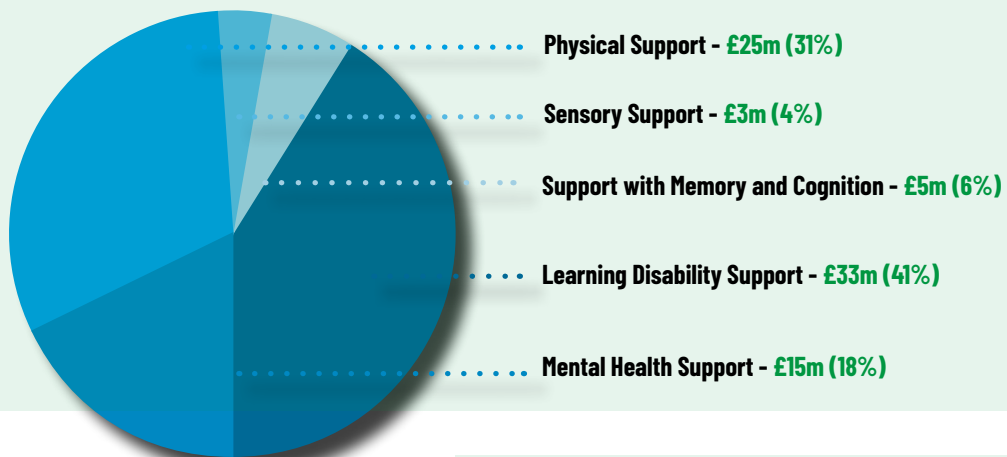
Expenditure by Service



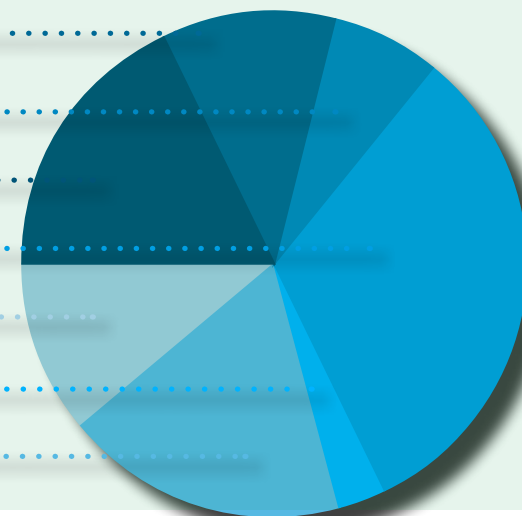
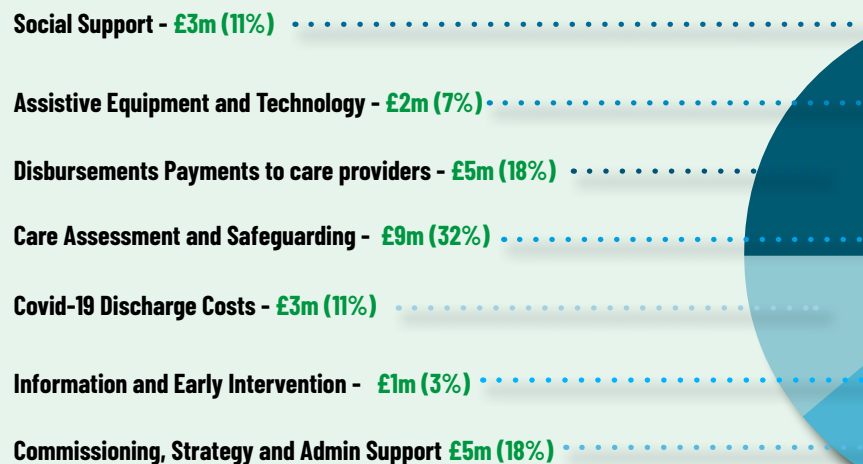
Expenditure by Age (Adults 18-64 vs Older People 65+)



Expenditure by Primary Need (£81m)



Expenditure by Secondary Need (£29m)



FUTURE DIRECTION IN TAMESIDE

Adult social care will continue to fulfil its obligations under the Care Act 2014 and focus on people's wellbeing and supporting them to live independently for as long as possible. Care and support will be centered on people's needs, giving them better care and more control over the care they receive, which in turn will also provide better support for carers.

The 10 Year Strategy – People at the Heart of Care presents a further opportunity to ensure that people requiring support live full and happy lives in their communities.

The approach therefore will be to ensure that people get the right level of support, at the right time and in the right place. The Council's continued focus on reablement will ensure that people are enabled to support themselves or be supported with reduced long-term input.

Whilst the focus is on reablement and supporting people to live independently as long as possible, it is recognised that there will always be a need for intensive social care support for those who are most vulnerable or need to be safeguarded. The Council will continue to ensure people are effectively supported and safeguarded and that the resources available to deliver social care support going forward are targeted on the most vulnerable.

There are a number of changes in society which present a case for change:

- People want access to support when they need it, expect it to be available to them quickly and easily, and anticipate it will fit into their lives.
- Demographic changes – increasing numbers of older people, including people with dementia, and people living longer with increasingly complex needs.
- A clear shift in policy from relying on services at a point of crisis to services which promote well-being and are preventative in nature.
- The impact of the Covid-19 pandemic has changed the way people access services this needs to be integral to the delivery of services.

LIVING WELL AT HOME COMMISSIONING INTENTIONS

Adult social care is committed to enabling people to remain well and living independently in their own homes and communities. People who, because of a general deterioration in health or a long term condition, need additional support, can expect a good quality service that is person centred and meets their needs and is available when and where it's needed.

For more information: www.tameside.gov.uk/livingwellathome

Tameside produces an annual Local Account of our adult social care performance. This review highlights the strengths of the services and support provided to our service users their family and carers, and our residents. The Local Account also acknowledges the continued work that needs to be undertaken to improve and innovate those services. The 2021/22 Local Account is available [here](#).

Adult Social Care produces an annual commissioning intentions report which is presented to Executive Cabinet for approval and sets out the details of each specific tendering activity which will take place for the forthcoming year. The approved commissioning intentions report for 2023/24 is available [here](#).

All procurement activity is undertaken with support from our partner STaR Procurement.

INFORMATION ADVICE & ADVOCACY

Information, advice and advocacy are essential for all adults and their relatives and carers who need, or may need, services and support in order to lead their lives.

Receiving the right information at the right time is an ongoing theme that Tameside continues to work to develop. Through a range of different options such as information networks, digital channels, service user forums, face to face, focus groups and user led organisations, we strive to ensure the development and access to quality information and advice is integral to all our provision of services.

Our information needs to be good-quality, in order to support help people to:

- access universal community options and more formal services;
- make informed decisions;
- play a full part in their community and society.

In Tameside information is provided by a range of bodies across the statutory and VCFSE sectors.

One of the White papers focus is to empower those who draw on care, unpaid carers and families by

- Improving information and advice
- Empowering unpaid carers
- Supporting autistic people and people with a disability into employment



It identifies that over the next three years the following three principles are to be central

- Everyone should be aware of basic information about adult social care and understand what they may be entitled to, what is available to them, and how to access that support.
- People should have access to personalised advice about adult social care when they need it.
- Information and advice services that empower people and enable them to make informed decisions.

The Making it Real framework sets out that good information and advice is about “having the information I need, when I need it”.

Information and advice services are currently delivered both locally and nationally by a range of different organisations. Nationally, resources are available that set out the basic facts about adult social care, and entitlements to care and support, which apply equally wherever people live (for example, the NHS social care and support guide). However, adult social care services are managed and delivered locally, and local authorities have duties under the Care Act 2014 to ensure that information and advice services are available to their local populations. Information and advice about where and how to access support is therefore best provided locally.

Tameside Council are building on and developing our information and advice in line with the White Paper recommendations.

Advocacy

Local authorities must involve people in decisions made about them and their care and support. The need for professional advocacy arises when people have no appropriate connections to family, friends or the wider community who can support them to have their voices heard.

Advocacy secures peoples rights, represent their interests and obtain services they need. Advocates and advocacy schemes work in partnership with the people they support and take their side. Advocacy promotes social inclusion, equality and social justice.

Advocacy Services are currently available in Tameside covering general advocacy and Independent Mental Health Advocate (IMHA) and Independent Mental Capacity Advocacy (IMCA).

COMMISSIONING STATEMENT 1 - INFORMATION ADVICE AND ADVOCACY

The Council will immediately	The Council will in the medium term	The Council will in the long term
<p>Evaluate and review the existing provision of information and advice to ensure that demand for information and advice is met and that providers have the flexibility to meet fluctuating demand.</p> <p>Evaluate and review existing services and explore with partners the option of a more integrated advocacy offer which ensures service users needs are met with the provision of excellent standards of care.</p> <p>Support providers to ensure that the wider advocacy market is prepared for the introduction of the LPS.</p> <p>Ensure that access to advocacy and information regarding services is available on all the different communication platforms across the borough in a more co-produced way.</p>	<p>Develop potential networks to meet a range of different service user information needs (including the Information Ambassadors Network, Tameside Autism Network, Partnership Boards etc.)</p> <p>Build on existing developments to ensure that the user voice is integral to any future developments.</p> <p>Evaluate the impact of the Mental Capacity Act on the volume of advocacy required to meet statutory duties.</p> <p>Ensure that access to advocacy and information regarding services is available on all the different communication platforms across the borough in a more co-produced way.</p>	<p>Work towards all communication channels being maximised to ensure timely information and links to advice are available in a range of accessible formats</p> <p>Commission a solution that meets the demand and needs of the service users requiring advocacy services.</p> <p>Develop systems to ensure that future demand is met and providers have the flexibility to meet fluctuating demands.</p>

VOLUNTARY, COMMUNITY, FAITH & SOCIAL ENTERPRISE (VCFSE) SECTOR

A key theme in People at the Heart of Care is for Local Authorities to promote independence and enable people to live well as part of a community. In Tameside, we have a strong, diverse and vibrant VCFSE sector which is supported by a forward thinking innovative “umbrella” organisation Action Together. Core funding is made available to Action Together to support the delivery of their role as the only infrastructure support agency for the VCFSE sector in Tameside. The core aim of the offer from Action Together is to provide a comprehensive range of services to engage, encourage, develop, support and sustain the Voluntary and Community Sector in Tameside.

Our focus has always been on moving away from traditional statutory services to more innovative options for people to remain at home supported by their community. The VCFSE sector is integral to this in Tameside and our aim is to ensure alignment across the whole of the health, social care and community services to ensure that our community provision is sustainable, vibrant, accessible, co-produced and at the heart of the services we offer to our local population here in Tameside.



COMMISSIONING STATEMENT 2 – VOLUNTARY, COMMUNITY, FAITH AND SOCIAL ENTERPRISE SECTOR

The Council will immediately	The Council will in the medium term	The Council will in the long term
<p>Work with neighbourhoods and communities to:</p> <ul style="list-style-type: none"> • understand need/unmet need. • research and consult in terms of awareness of person centred approaches and co-production. • understand current access to services. • Ensure clear pathways for access to community services. • identify gaps in provision • market development/new opportunities. • provide support to smaller VCFSE organisations to develop as social enterprises. 	<p>Build on existing developments to ensure that the user voice is integral to any future developments.</p> <p>Develop training and support to VCFSE organisations to understand and firmly embed co-production and person centred practice.</p> <p>Ensure that pathways are reviewed and adapted in line with any developments in the sector.</p> <p>Develop clear alignment with neighbourhoods and social prescribing services to ensure a fully joined up approach.</p> <p>Develop Information Ambassadors Network as a consultation and information sharing tool.</p> <p>Ensure all Community Asset Transfer opportunities are identified and supported.</p> <p>Work with VCFSE sector organisations to support excellence through accreditation with Action Together and celebrate successes.</p>	<p>Building on current options develop a wide community offer.</p> <p>Raising awareness with all partners of the community offer and how people can access these options.</p> <p>Ensure funding opportunities are explored and maximised for the benefit of the VCFSE sector.</p> <p>Ongoing review of practices and partnership working to ensure services and the Tameside offer of support are joined up and meeting demand of people needing both statutory and universal support to remain living well at home.</p>

COMMUNITY SUPPORT

Support at home

Support at home covers both an enhanced model of support alongside a more standard “homecare” approach. The enhanced model

of support at home has been changing over the last few years in Adult Services in partnership with the contracted Support at Home

providers with a shared commitment to changing the way people are supported to live at home. Resources have been invested to ensure that people’s support is focussed on what really matters to them.

Whilst “Support at Home” continues to assist with the practical help that people need, the service has changed the way support is

provided; ensuring that the approach is strengths based, person centred and community focussed as well as providing practical support that enable people to live well in their own home. It is based on the premise that each person has inherent potential, is valuable, resourceful and can make a meaningful contribution to their wider community.

The model enables providers to recognise the importance of interdependence alongside independence and to support individuals to gain a sense of meaningful belonging in their networks and communities. Support is coproduced based on a collaborative relationship between the person needing support, their families, informal carers and the staff providing that support; putting the individual at the centre and, wherever possible and appropriate, exploring options that aren't necessarily just about paid support focussing on meeting individual outcomes. Providers base their approach on the following person-centred support sequence:

- How can you help yourself and how can family and friends help?
- What technology can we use to maximise your independence?
- How can we reconnect you with your local community?
- How can we support you at home?

Outcomes will be met via a combination of community based and/or unpaid/paid support and will:

- Ensure people achieve their vision of a 'good life';
- Reduce service reliance, loneliness and isolation;
- Connect communities and prioritise opportunities for people to maintain and build relationships with family and friends;
- Use and encourage community building.

Key developments over the last few years has seen the introduction of moving with dignity manual handling practice, a blended roles approach to low level health care support , and provider-led reviews that have moved the support role ever closer to a "trusted assessor" role.

Further to retendering in 2022 the current arrangement for provision is with four zoned providers delivering to designated areas covering twenty-nine postcodes across the Borough. In addition, a list of providers on the Flexible Purchasing system is also in place deliver standard homecare packages of care the zoned providers are not able to cover. The contracts include an extra care provision within four of the zoned areas. In addition, there is a dedicated single contract covering our four older people extra care schemes.

Key elements within contract arrangements will be workforce development, a commitment to further neighbourhood integration and digital inclusion. The blended roles approach to the provision of low level health care tasks will be comprehensively rolled out across the borough, providers will actively champion initiatives that support the emerging anticipatory care agenda and help people be more digitally literate, work with Tameside College will continue to develop and embed Level 2 and Level 3 apprenticeships designed to reflect support that helps people live well at home and practice that recognises the importance of anticipatory care will become standard for contracted providers.

MENTAL HEALTH RECOVERY SERVICE

An intrinsic element of community based support is to offer support to people recovering from mental ill-health. Offering a model based on the principles of recovery, reablement and rehabilitation, our aim is to ensure that people are provided with the opportunities and confidence to regain skills.

Integral to our community support offer in Tameside is promoting choice and control, working towards outcomes such as

- long term independence
- employment
- education
- social and physical activities
- building relationships that give purpose and meaning

Mental Health Recovery services will continue to work in partnership with "Support at Home" Providers and other stakeholders to support people who may need short term, sometimes more intensive support, to enable them to move onto more universal support at home and community services.

COMMISSIONING STATEMENT 3 - COMMUNITY SUPPORT

The Council will immediately	The Council will in the medium term	The Council will in the long term
<p>The Council will manage the implementation of retendered six year support at home contract (including extra care) and a Flexible Purchasing System (FPS) for non-zoned home care providers.</p>	<p>Ensure the contract and the five contracted providers are ready to commence service provision 1 June 2023.</p> <p>Continue to work with a range of stakeholders locally and GM wide to:</p> <ul style="list-style-type: none">• Develop and implement anticipatory care processes across the contract.• In partnership with Tameside College, further develop and roll-out L2 and L3 apprenticeships designed to reflect developments in homecare.• Work to tackle loneliness and social isolation.• Move to a position where providers have partial responsibility for manual handling assessments in the context of a system wide approach to manual handling that is based on moving with dignity techniques.• Fully embed the blended roles approach across all providers and a range of low level health care tasks.• Ensure contracted providers champion, promote and facilitate digital inclusion for people using the service.	<p>In consultation with the contracted providers, develop and introduce a block payment model that ensures staff are paid on a shift basis, fully incorporating travel time and paid breaks, alongside, as standard, the offer of guaranteed hour's contracts.</p>

DAYTIME OFFER

Adult social cares daytime support offer continues the journey away from traditional, 'one-size fits all', often building-based, day services to provision that focuses on what people want to achieve and what they are good at whilst accessing resources within their local communities. Wherever possible this will have an employment focus, but always with the aim of providing support that helps people to find friendship groups and get involved in activities beneficial to their health and well-being; part and parcel of a personalised approach to all aspects of support using person-centred practices, based on building strong strength based communities where individuals enjoy their rights as valued and connected members of that community.

The vision is for a modern, comprehensive daytime support offer that will ensure:

- All young people experience a successful transition into adult service and understand what the Adults daytime support offer is to support their preparation and independence as they move into adulthood.
- The offer encompasses employment, vocational training, education, volunteering and a range of meaningful community-based activities.
- A focus on individual's strengths, choices, and aspirations building on skills development and increasing independence and resilience.
- There are viable in-borough options for all so that people only need use out-of-borough provision as a last resort.
- People coproducing their care and support plans are able to access/reconnect with activities in their local communities.
- Equal access to the digital world through accessible design and assistive technology.
- Support that enables carers to access support for their own health and well-being including employment and financial advice.

COMMISSIONING STATEMENT 4 - DAYTIME OFFER

The Council will immediately	The Council will in the medium term	The Council will in the long term
<p>Implement a new daytime approach with the focus on employment, education, universal community offer and commissioned day time offer.</p> <p>Embed the newly commissioned daytime offer with the lead provider.</p> <p>Support community organisations within the VCFSE sector to work in partnership with the Day time offer consortium.</p>	<p>Build on existing developments to ensure that the user voice is integral to any future developments.</p> <p>Further develop communication channels within the community to increase engagement with statutory service users.</p> <p>Working with the commissioned lead provider to</p> <ul style="list-style-type: none"> • Ensure a range of daytime activities is offered which reflects peoples needs and wishes. • Ensure services are offered flexibly across seven days including evenings. • Facilitate people to experience the range of options available to facilitate choice. • Build on peoples strengths and support their move into universal community services, education and employment. • Enable new providers to join the consortium to widen the choice of options available based on peoples interests. <p>Develop and build on the current dementia offer.</p>	<p>Consider the appropriateness of current buildings within the Councils day time offer estate and look to develop new potential options.</p>

SUPPORTED LIVING

The White paper – People at the Heart of Care states

“

... ensuring that people receive the right care and support all begins with where they live, and the people they live with. For people of working age with a physical disability, a learning disability, autistic people, those with mental health conditions or substance misuse needs or those experiencing homelessness, a suitable home enables them to build and sustain their independence, connect with their community and achieve their ambitions. For older people, having a home that sustains safe, independent living can help prevent ill-health, reduce the amount of care and support they need, and delay or avoid altogether the need for residential care. ”

Our vision is to focus is on the development of a range of fit for purpose, bespoke high specification accommodation with quality support that will meet current and future predicted demand, and will enable people to live well at home, as independently as possible and have control of their lives and delivering the aspirations of the White Paper. For Tameside this will mean:

- Supporting people to live well at home for as long as they want to be there.
- Local people having a greater voice and more confidence in shaping where they live.
- People living as independently as possible.
- People co-produce how they are supported to meet their needs.
- People being in control of their lives.

- Fit for purpose and bespoke high quality accommodation.
- Supportive and connected services that help people to improve their lives.
- Technology being used to maximise independence.
- A workforce that is valued, highly trained and motivated to deliver a wide range of interventions.
- Strengthened working relationships with all stakeholders.
- Only in very exceptional circumstances will people be placed out of borough.

Tameside Adults Services have a range of supported living options currently available Extra Care

- Older People
- Physical Disabilities
- Learning Disabilities/Autism

24 Hour Supported Accommodation

- Learning Disabilities/Autism
- Mental Health

Research by the Housing LIN, commissioned by the Association of Directors of Adult Services (ADASS), included a housing census that has identified a broad client group living in over 2,400 units of supported accommodation across 150 schemes in Tameside. More importantly the research predicts that without growth in the current stock, there will be a shortfall of 866 units of accommodation with support by 2035.

It was identified that the growth in the number of people waiting for suitable supported accommodation would be set to continue if no further action was taken and so the expansion of stock is pivotal.

The Tameside Housing Strategy 2021-26 sets the vision and priorities to improve the borough's housing offer over the next 5 years. The strategy sets out a holistic approach, from bricks and mortar across the housing spectrum to meeting the needs of vulnerable people. The ambitions of this integrated housing strategy reflect the aspirations of the Council's Corporate Plan, 'Our People, Our Place, Our Plan'.

Tameside's Housing Strategy

Tameside in 2020 identified the following accommodation needs for Adult Services over the coming years. We are working with the Councils Registered Provider Partnership in delivering the accommodation required. This identified need and potential accommodation solutions are constantly being updated, the following table details that which was identified in 2020 and which has been delivered/ in process.

Type of Scheme	Approximate Number of Units	Type of Units	Delivered/In planning/to be identified
Housing Disabled Property (Bespoke Housing Solutions)	10	Mixed 3/4/5 Bed	1 developed 3 in planning 6 to be identified
Older People Extra Care	320	mixed 1/2 bed	1 x 91 unit in planning
Older People Extra Care / Nursing Home	100	mixed 1/2 bed	To be identified
Older Person Self-contained bungalows	50	2 Bed	10 In planning 40 to be identified
LD/MH self-contained apartments	120	Mixed 1/2 bed	28 delivered 89 in planning 3 to be identified
Houses for people with LD/Autism apartments	7	2/4 bed	To be identified

Where the accommodation has been identified, further work on the commissioning of the support service will be progressed in a timely manner.

COMMISSIONING STATEMENT 5 - SUPPORTED LIVING

The Council will immediately	The Council will in the medium term	The Council will in the long term
<p>Continue to strengthen the user voice through co production in the development of accommodation and support.</p> <p>Understand Adults services accommodation needs to meet current and future demand.</p> <p>Understand Adult services current accommodation stock what is</p> <ul style="list-style-type: none"> • Fit for purpose • Adaptations required • Repurpose. <p>Identifying the gap in accommodation supply to meet future demand.</p> <p>Develop strong links and communication with key partners.</p>	<p>Continue updating the future need taking into account changing needs and improved intelligence.</p> <p>Work with the registered housing partnership to source appropriate accommodation to meet our identified need.</p> <p>To enhance the use of assistive technology in the development of accommodation that will support independent living and improve the quality of care and maximise independence.</p> <p>Work with support providers in effective commissioning, re-purposing or de-commissioning as necessary.</p> <p>Collaborate at GM level to look at cross cutting investments and contracts.</p>	<p>Continue updating the future need taking into account changing needs and improved intelligence.</p> <p>Develop a long-term accommodation pipeline and grow the range of fit for purpose bespoke high quality accommodation that supports people to live well at home.</p> <p>Work with all partners to co-produce future new accommodation that meets Adult services ambition for people.</p> <p>Develop accommodation pathways so that people have the ability to access the right level of support at the right time as their needs change.</p>

CARE HOMES

Whilst there's a recognition that the majority of people would like to be supported in their own homes, Care homes remain crucial in supporting people to live well. There are a number of individuals who either choose to enter 24-hour residential care, or whose needs can only be met in such a setting.

Tameside has a well-established market for residential and nursing homes for older people, which continues to be an important part of the care market. However, the market needs reshaping to meet the increasing complexity of the people entering care homes. In light of the increasing numbers of people residing in an expanded Extra Care offer (an additional 320 units are to be brought into operation over the next five years), it is clear that the use of long-term residential and nursing care will be for people with the most complex needs.

Working with the Council the care home sector need to move to the provision of a more specialist offer within care homes, with a greater focus on supporting people with dementia and challenging behaviour, and increasing the capacity in nursing care.



CARE HOMES

The Council will work closely with providers to ensure service users can remain supported and cared for by a consistent, competent and valued workforce in their chosen home without unnecessary visits to hospital.

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

- Less residential care placements, as people choose to explore alternative ways to meet their social care needs, such as Extra Care housing and Support in their Own Home.
- There will be a need to increase the focus on supporting people with dementia, particularly those who have complex needs, and who in addition may have behaviours which challenge.
- More residential placements for people with early onset dementia as the numbers of people with a diagnosis of dementia earlier on in their life is increasing.
- More providers who offer nursing placements for those with the highest level of need.
- More placements for people with multiple conditions, as people are living longer, they are living with more complex and multiple health conditions.
- More placements for older people who have a learning disability where their needs relating to their age are of primary importance.

In recognising these changes Tameside will commit to reviewing the current fee structure to better reflect individual needs throughout 2023/24.

COMMISSIONING STATEMENT 6 - CARE HOMES

The Council will immediately	The Council will in the medium term	The Council will in the long term
<p>Continue to support people and their families to find suitable residential and nursing care where this level of support is needed.</p> <p>Continue to work with the sector to ensure the delivery of high quality person centred care.</p> <p>Undertake a Fair Cost of Care exercise to determine appropriate fee rates</p> <p>Work with the local Integrated Care System to implement the Enhanced Health at Home offer within care homes (e.g. NEWS2/Restore2Mini, falls prevention, etc.)</p> <p>A revised residential and nursing home contract will be developed and commenced in 2023/24.</p> <p>Work with GMHSCP and their identified provider to develop a specialist dementia service.</p>	<p>Review and develop an improved contracts performance process, which strengthens the service user voice.</p> <p>Review individual fee structure to better reflect current needs.</p> <p>Understand future need with focus on improved data.</p> <p>Work with all stakeholders to co-produce service responses to better meet future need.</p> <p>Develop a consistent and integrated workforce training offer.</p> <p>Work with providers to ensure digital security and encourage full digitisation within the home.</p> <p>Work with provider to ensure they have the appropriate equipment to deliver care & support to more complex residents.</p>	<p>Work with all stakeholders to co-produce service responses to better meet future need.</p>

RESPITE CARE

Respite care provides short-term break for carers this can be for a few hours during the day or for several days or weeks.

Short term respite for a number of hours in the day is delivered via our support at home contracts, voluntary sector or daytime offer. Longer term options is delivered by our care home sector or our dedicated respite services for people with a learning disability or mental health.

Our Shared lives service detailed on Pg.45 also provides respite support.



COMMISSIONING STATEMENT 7 - CARE HOMES

The Council will immediately	The Council will in the medium term	The Council will in the long term
<p>Continue to support people and their families to access respite support when needed.</p> <p>Continue to work with the providers to ensure the delivery of high quality person centred respite care.</p>	<p>Undertake the tendering of the learning disabilities respite service for contract commencement 1 October 2023.</p> <p>Understand Adults services accommodation needs in relation to respite care to meet current and future demand.</p> <p>Work with key partners to source appropriate accommodation to meet our identified need.</p> <p>To enhance the use of assistive technology in the development of accommodation that will support independent living and improve the quality of care and maximise independence.</p>	<p>Work with all partners to co-produce future new accommodation that meets Adult services ambition for people.</p> <p>Develop the respite offer to ensure that people have the ability to access the right level of support at the right time as their needs change.</p>

OUT OF BOROUGH PLACEMENTS

Some of our service users live in 'out of borough' placements, which can be:

- through personal choice, as they want to live near their family and friends;
- due to specialist care needs or lack of suitable services in Tameside.

We aim to support people to live locally and always consider local options for them and only utilise a placement out of the borough in exceptional circumstances.

Out of borough care that is commissioned must meet the same standards that we expect from providers in Tameside and must focus on the outcomes for individuals. All placements are commissioned with pre-approved providers taking into account host Authority checks and CQC inspections – all placements are reviewed on a regular basis and services are being developed to support appropriate return to the borough where this is deemed in the individuals best interests.

Out of Borough placements link with Commissioning Statement 5.

Direct Payments

Direct Payments are payments provided by the council to enable individuals to buy the care and support services they need rather than having them arranged by the Council. To support people to continue to live well at home as independently as possible.

These payments are made directly to individuals (or someone on their behalf) who have been assessed as having eligible needs for social care and support.

Direct payments are an alternative to other Adult Social Care Services care provisions and are about empowering people to have more choice, take more control of their lives and to make more of the decisions that affect how they live.

A direct payment may be the right choice for an individual where an individual

- Wants greater control over who provides their care and support.
- Wants more choice and flexibility with care and support arrangements to implement a more individualised support package.
- Wants greater independence in managing their own care and support needs.

If an individual would like to explore the option of a Direct Payment they can contact the Adult Services Direct Payment Team.

[E-mail: directpaymentssectionmail@tameside.gov.uk](mailto:directpaymentssectionmail@tameside.gov.uk)

SHARED LIVES

Shared Lives, is a regulated form of social care delivered by Shared Lives Carers who are approved by the Care Quality Commission (CQC) registered scheme. The aim of Shared Lives is to offer people aged 18 years and older an alternative and highly flexible form of accommodation and support. Individuals who need support, and choose Shared Lives, are matched with compatible Shared Lives Carers who support and include the person in their Family and community life.

Service offered by Shared Lives

- **Long-term** - This service enables people to live with approved Shared Lives Carers on a long-term basis, sharing in the ordinary lifestyles of the carers and their families.
- **Interim** - A service user can live with a Shared Lives Carer for up to 12 months. These placements focus on promoting skills and independence, with a view to moving towards more independent living. There is the potential for interim placements to become long term placements after 12 months based on assessed needs.
- **Respite** - A service enabling users to take either regular short breaks or one off periods e.g. to allow for convalescence after a hospital stay or for family members to go on holiday or have a break from their caring role.
- **Day Support** - This is a flexible service enabling people to do activities of their choice, to use community facilities or to visit approved Shared Lives Carers in the carer's home.
- **Emergencies** - We may also be able to provide emergency respite placements, dependent on Carers available and the needs of the service user.

The service is always looking for people who are interested in becoming a shared lives carer you can contact the team on **0161 342 5151**.

INTEGRATED COMMUNITY EQUIPMENT

The Integrated Community Equipment Service (ICES) offers a range of loan equipment to support the care needs and promote the independence and reablement of service users living in Tameside and enable timely discharge from hospital. The equipment that is available to people includes: grab rails, walking aids, beds, seating and bathing equipment.

Quality

The Council is clear that its role is to ensure that services delivered in Tameside are of a high quality, regardless of how they are funded. The Council will therefore continue to work closely with providers to improve and maintain the delivery high quality services.

The Council works with STaR procurement to procure and contract with providers who can deliver high quality services.

All Contracts include clear quality standards against which providers are performance monitored. Adults Services have a dedicated Quality Performance Team and Quality Improvement Team within the Commissioning Unit that work with Providers to ensure agreed quality is delivered. Performance management of the contract focuses on the delivery of outcomes and best practice in delivering person-centred care.

Adult Services utilise a number of approaches when monitoring quality performance:

- Service User and Carer consultation and feedback. Where possible, service users and their families and/or representative will be involved in evaluating and reporting their own experiences in a way that is meaningful to them.
- Announced and unannounced performance visits including observations - the focus is on ensuring the provider had the appropriate processes/procedure in place and is following good industry practice, as well as seeking the experience of service users to determine that their outcomes and needs are being met.
- Contract Performance Meetings.
- Annual performance reviews.
- Regular provider forums and registered managers meetings.
- Information from Complaints, Safeguarding and Whistleblowing.
- Working closely with CQC and other partner organisations.

Where quality issues have been identified Adult Services will work with providers in the following ways:

- Assisting in devising, delivering and monitoring service improvement plans.
- Offer support from the Quality Improvement Team who have a range of tools to enable providers to improve services.
- An Escalation and Accountability Framework has recently been introduced, which clearly sets out the response by Adult Services to concerns raised.
- Multi-disciplinary working across Health and Social Care to share appropriate information to identify areas of improvement.

As indicated above Adult Services will endeavour to support providers to improve services; however, where providers cannot achieve the right standards, Adult Services will work pro-actively with the provider to ensure that the services are transferred to an alternative qualified provider in a co-ordinated and timely manner, always ensuring the least disruption for people receiving support.

ROLE OF THE CARE QUALITY COMMISSION (CQC)

The CQC visits all regulated care providers and gives a quality rating. This covers:

- Residential and Nursing homes.
- Domiciliary care providers including supported living.

To see the latest quality ratings for Tameside services (or other parts of the country), visit: www.cqc.org.uk

The Council has an excellent working relationship with the CQC and we will continue to work closely to ensure that all registered services are of the appropriate quality.

Get in touch with us

We recognise the importance of listening to not only the people who receive care but those who provide care too. Listening to everyone's voices ensures we deliver the best support for adults to live well independently at home or in residential care across Tameside.

We hope this document provides sufficient information to support your business decision making or to improve your services.

To raise any points for discussion, further enquiries or to express an interest in co-production please email commissioningteam@tameside.gov.uk



LIVING WELL AT HOME

 **Tameside**
Metropolitan Borough