



STOCKPORT
METROPOLITAN BOROUGH COUNCIL

Adult Social Care Market Position Statement 2019 -2024

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Section One: An Introduction to Market Position Statements (MPS)

1.1 What is a Market Position Statement?

A Market Position Statement (MPS) is the starting point for market facilitation, allowing commissioners and providers to work together to explain and explore the current and future of care and support needs of the borough.

The need for local authority market position statements grew out of a number of national strategies aimed at reforming social care provision at all levels. The Care Act 2014 directly recommended changes at a local level, placing a number of new duties and responsibilities on local authorities. The Act's recommendations focused on ensuring citizens;

- ✓ Receive services which focus on preventing care needs from escalating
- ✓ Can get the information and advice they need to make good decisions about care and support
- ✓ Have a range of provision of high quality, appropriate services to choose from

Please see Care Act Fact Sheet for further details:

<https://www.gov.uk/government/publications/care-act-2014-part-1-factsheets/care-act-factsheets>

1.2 Stockport's Market Position Statement

Our Market Position Statement outlines:

- ✓ What support and care services people need, how they need them and how they are provided.
- ✓ The support and services available at present, what is not available and needs to be made available.
- ✓ What support and care services will be needed in the future.
- ✓ What the future of care and support will be locally and how it will be funded and purchased.

Please see market position statement webpage: www.stockport.gov.uk/XXX

This document is aimed at existing and potential providers and those who are interested more generally in the future of local social care markets. As a strategic commissioning organisation Stockport council considers its role is to:

- understand need, based on evidence
- understand how people and communities want to live their lives
- enable self help and community resilience
- understand local markets, determine when to act upon them, and monitor quality
- decide when and how to commission services
- work effectively with providers, service users, carers and communities to make sure that the right services are available, in the right place, at the right time.

This document sets out our plans and outlines trends for commissioning for social care across adult social care. It includes information on purchasing by the Council, some joint commissioning with the Clinical Commissioning Group (CCG) and, increasingly, trends in purchasing arranged by individuals, whether as self-funders or personal budget holders.

It will be revised whenever major changes occur and at significant points in the commissioning cycle.

Although the MPS is a description of Adult Social Care commissioning activity, there are some areas, for example, in services such as Care Homes where services may be jointly commissioned with Stockport's Clinical Commissioning Group (SCCG). On such occasions our joint commissioning approach is driven by joint health and social care strategies.

Developing an effective care and support market is not something the Council can do in isolation. For market shaping to be successful, it needs to be coproduced with local people, providers and partners.

Stockport's MPS for Adult Social Care (ASC) outlines how the council supports and stimulates the local ASC market, working with providers and citizens to create a varied, responsive and sustainable care market.

Legislation

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

- The Care Act 2014
- 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.

The following links provide a helpful context for the legislation surrounding the MPS ASC:

CQC Market Position Statement: <https://www.cqc.org.uk/guidance-providers/market-oversight-corporate-providers/market-oversight-adult-social-care>

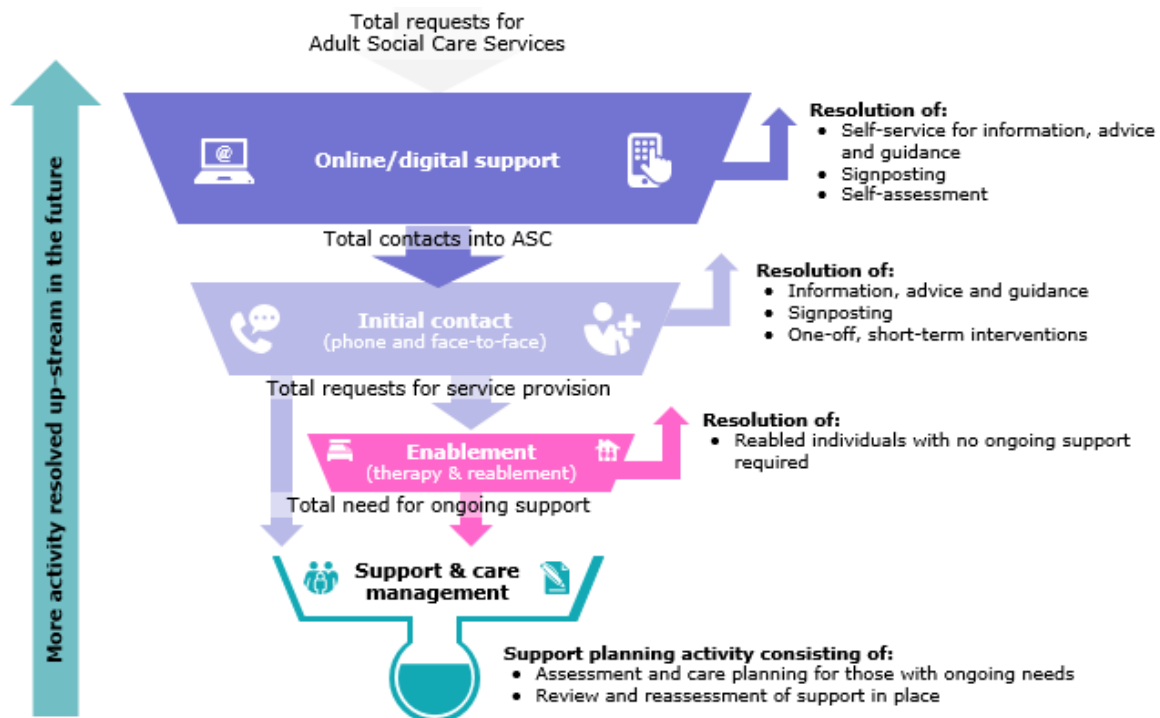
The Care Act: <http://www.legislation.gov.uk/ukpga/2014/23/contents/enacted>

The Mental Capacity Act:

<http://www.legislation.gov.uk/ukpga/2014/23/contents/enacted>

Stockport's Care Model

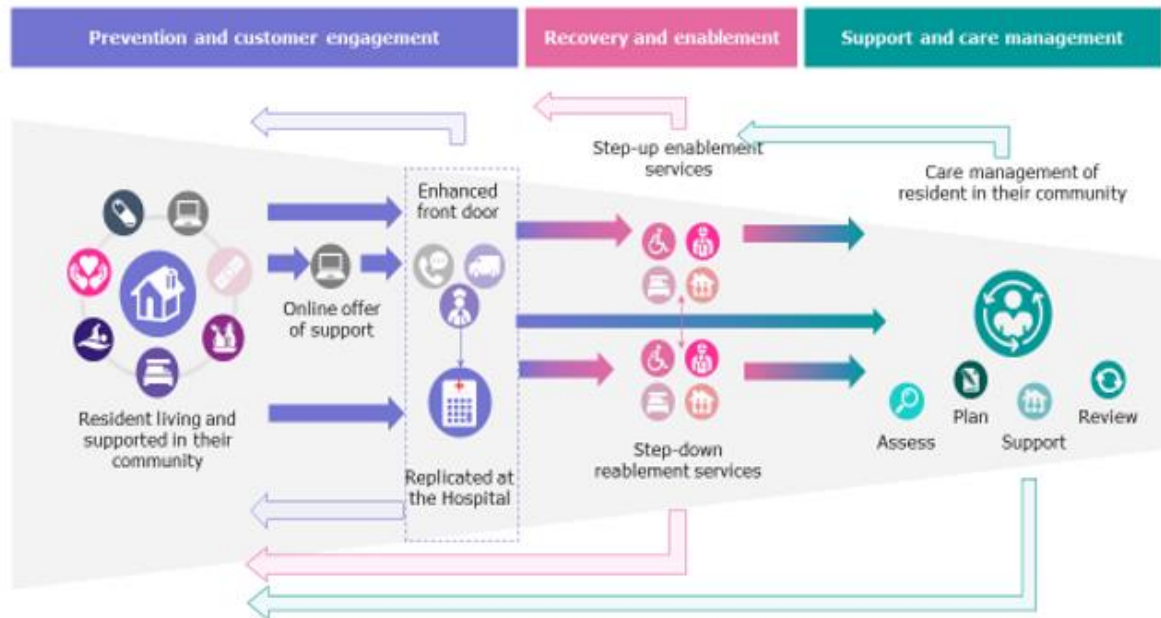
Our vision is to support people to stay as independent as possible; able to manage their own health and well-being in their own homes wherever possible. Where care is needed we want people to have a choice about how their needs are met and only have to tell their story once. People receiving services need to be at the heart of what we and providers deliver together.



Stockport's vision for adult social care is:-

- Provide care and support that is person-centred, personalised, coordinated and empowering
- Design and deliver services which are created in partnership with citizens and communities
- Provide choice that focuses on outcomes and maximising independence
- Identify, fully support and involve carers

To outline to providers our vision for the future of health and social care in Stockport we are developing a New Model of Care. Our new customer pathway sets out how customers can access various offers of support, based on strengths, assets and community resources. This aims to ensure everyone gets the best advice, support and care to enable them to live as independently and healthily as possible.



The local authority's New Care Model emphasises well-being and prevention, with a focus on using people's strengths and assets to promote resilience and prevent their need for statutory social care intervention as well as to reduce the length of any intervention.

Stockport is moving to an asset based community development model and a Strength Based social work approach emphasising what people can do, not what they can't do.

Adult social care independent sector care providers have a crucial role to play in the current health and social care system and in our new model of care. Providers are key partners and we want to make sure that people get the information and support that they need to carry out an important role in the health and social care system.

To understand our approaches in detail please refer to the strategic plans of the Council, Stockport's Clinical Commissioning Group and health partners that provide a great deal of adult social care locally. Representatives of these organisations, along with other partners, meet as the Stockport Health and Wellbeing Board, to improve the commissioning and delivery of health & social care services. We are also all part of broader Greater Manchester regional change programmes.

Section Two: Stockport's Citizens and Social Care Provision

Joint Strategic Needs Assessment

The purpose of the Joint Strategic Needs Assessment (JSNA) is to provide an objective view of the health and wellbeing needs of the population. JSNA identifies 'the big picture' in terms of the health and wellbeing needs and inequalities of a local population. It provides an evidence base for commissioners to commission services, according to the needs of the population.

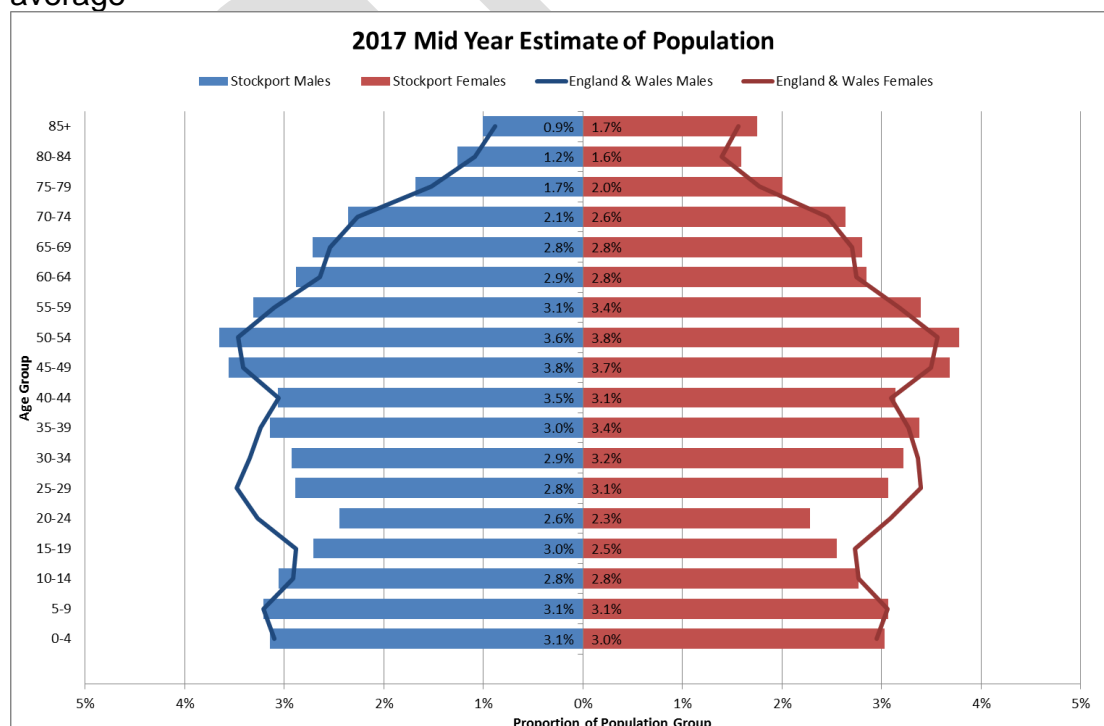
For Stockport, the JSNA is presented across the life course, from cradle to grave, and articulates challenges affecting different populations at different stages of their lives. JSNA details: <http://www.stockportjsna.org.uk/>

2.1 Stockport's Changing Population

The population of Stockport is currently 290,150 (2017 ONS mid-year estimate), an increase of 10,000 since 2007.

Stockport has an older population than average, with 19.8% of the population being aged 65+ and 9.3% aged 75+, compared to the national average of 18.2% and 8.2% respectively.

Figure 1 – Structure of the population in Stockport compared with the England average



Stockport's population is expected to continue to grow and continue to age, by 2027 the population is expected to have grown by 14,050 to 305,100 people, of whom 21.9% are expected to be over the age of 65 and 11.2% over 75 years:

Figure 1 – Structure of the population in Stockport in 2017, 2022 and 2027

Age Group	2017 Estimate	2022 Projection	2027 Projection	Change 2017-2027	% Change 2017-2027
65+	57,650	61,550	66,800	9,150	15.9%
75+	27,050	30,750	34,300	7,250	26.8%
85+	8,000	8,900	10,000	2,000	25.0%
All Ages	291,050	298,450	305,100	14,050	4.8%

Greater Manchester are currently consulting on options for locations of potential future larger scale housing developments in Stockport which may have an impact upon the location of and demand for health and care services.

Stockport is still one of the healthiest boroughs in Greater Manchester, and benchmarks as average against national and peer comparators.

Inequalities in health outcomes endure, with people in the most deprived areas living an average 10 years less than the least deprived areas, and inequalities in healthy life expectancy being even more significant with 25% of an average life being spent in fair or poor health in deprived areas compared to 15% in more affluent areas.

Prevalence of long-term conditions also continues to increase, and at a level more rapid than the population increase. More than 40% of the people registered with Stockport GPs have one or more long term condition, rising to 92% of people aged 85+. Diabetes and dementia are the fastest growing long term conditions in Stockport.

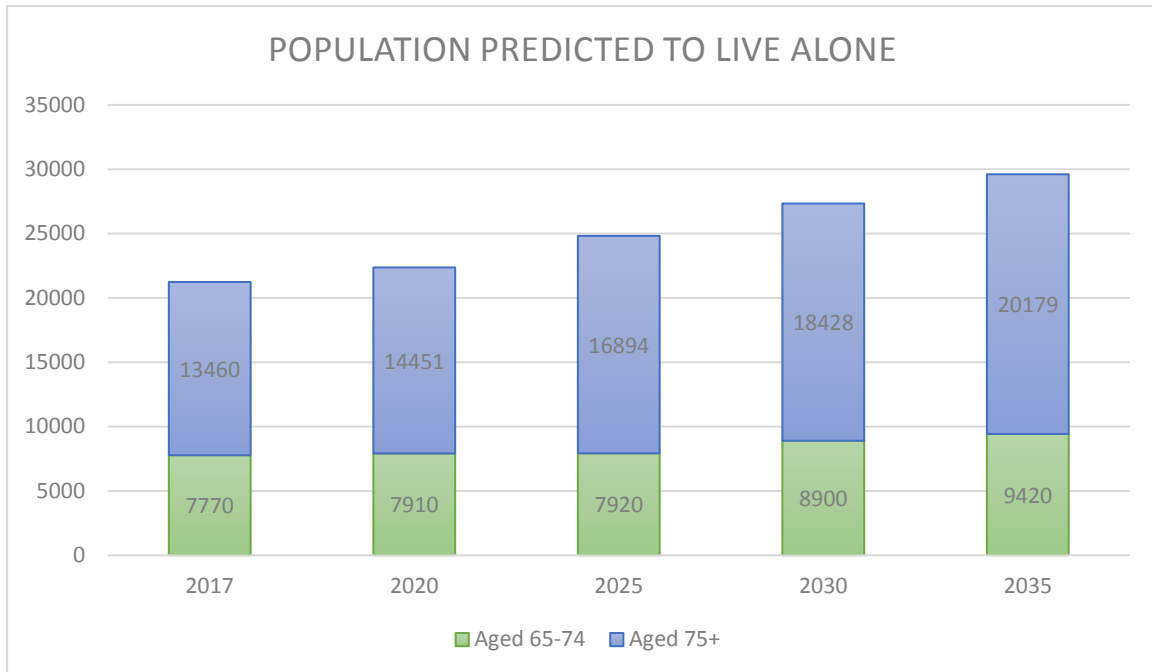
Profile of Change

The Office of National Statistics predicts that the population of Stockport will increase by 4.8% over the next 10 years, if current trends continue. Greater Manchester are currently consulting on options for locations of potential future larger scale housing developments in Stockport which may lead to a more rapid growth in population.

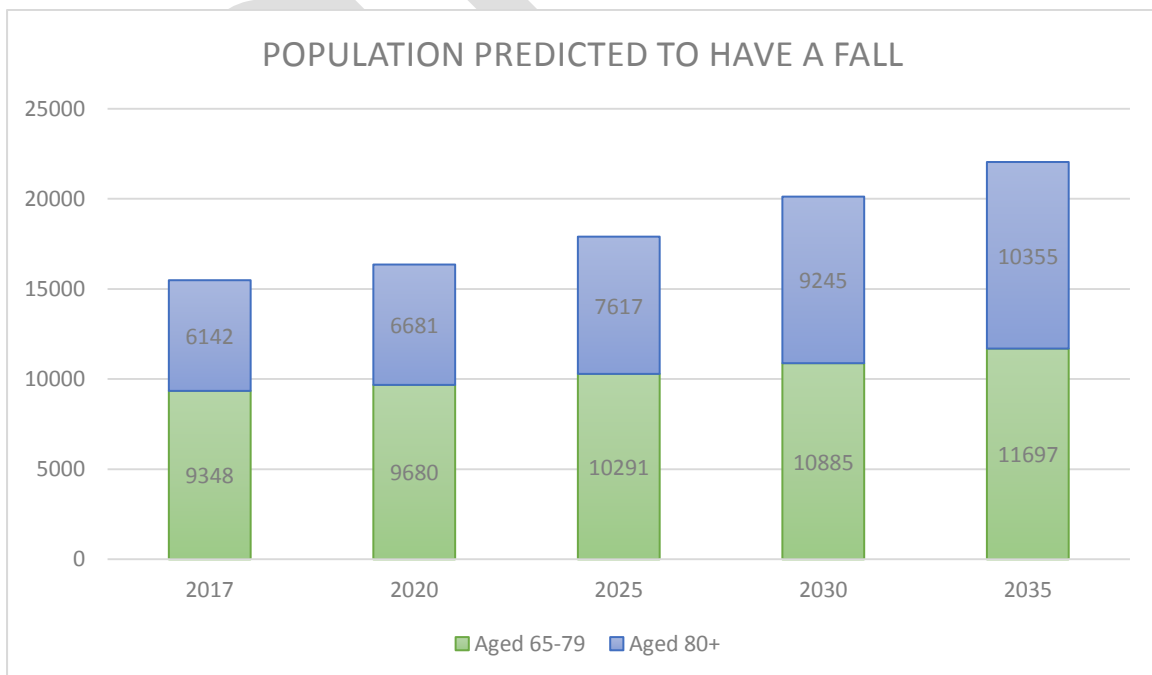
The long-term trends are of increasing numbers of people who:

- have a Learning Disability and are living longer with complex needs
- are assuming a caring role
- are living to an older age, especially above 85

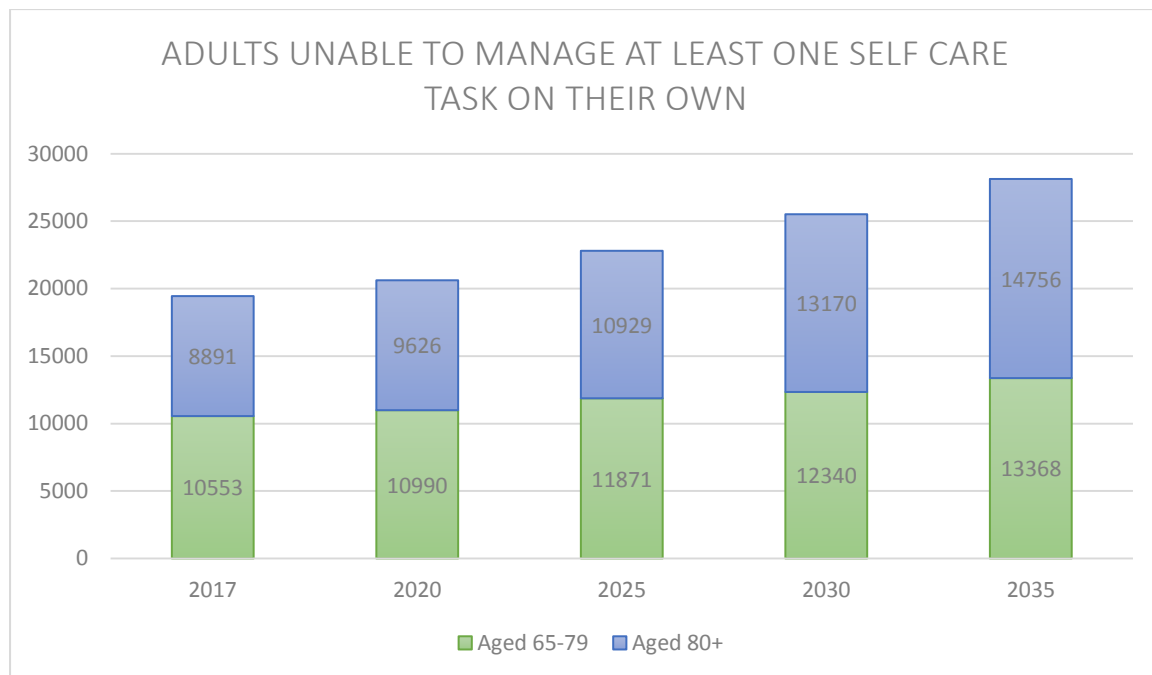
Greater numbers of people, of increasing age, are predicted to be living alone over the next 16 years:



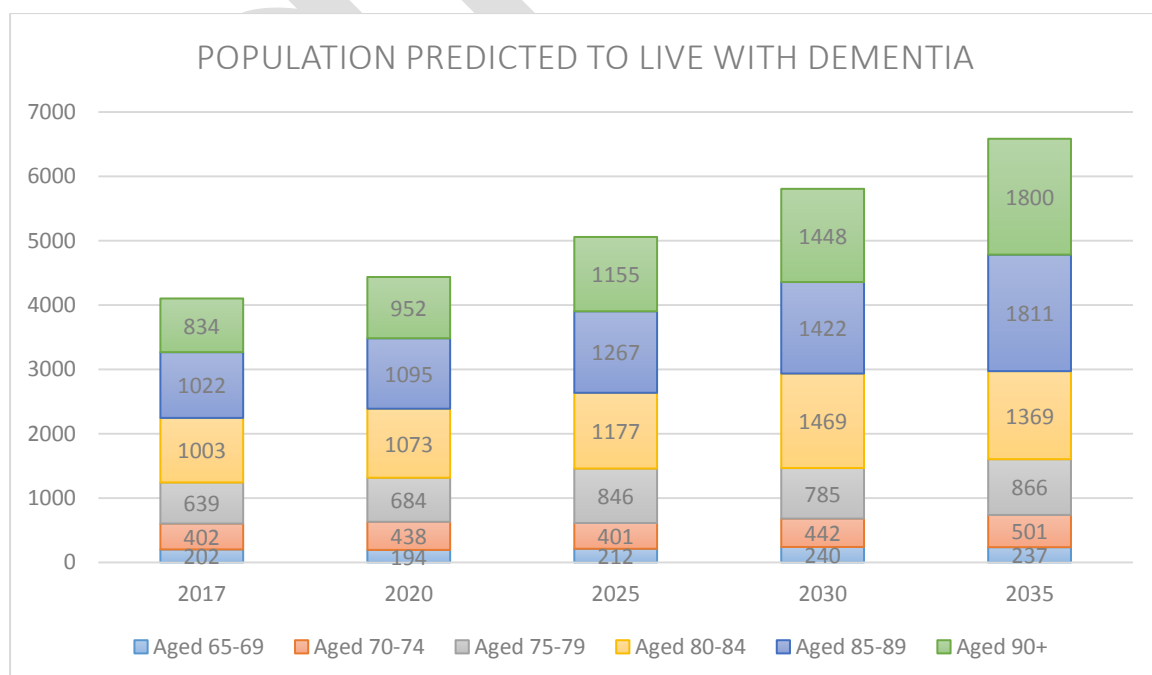
There is also the prediction that over the next 16 years there will be a significant rise in the number of Stockport citizens who are at risk of falls. Research by The Kings Fund (2013) evidenced the increased need for health and social care support in the community for this group.



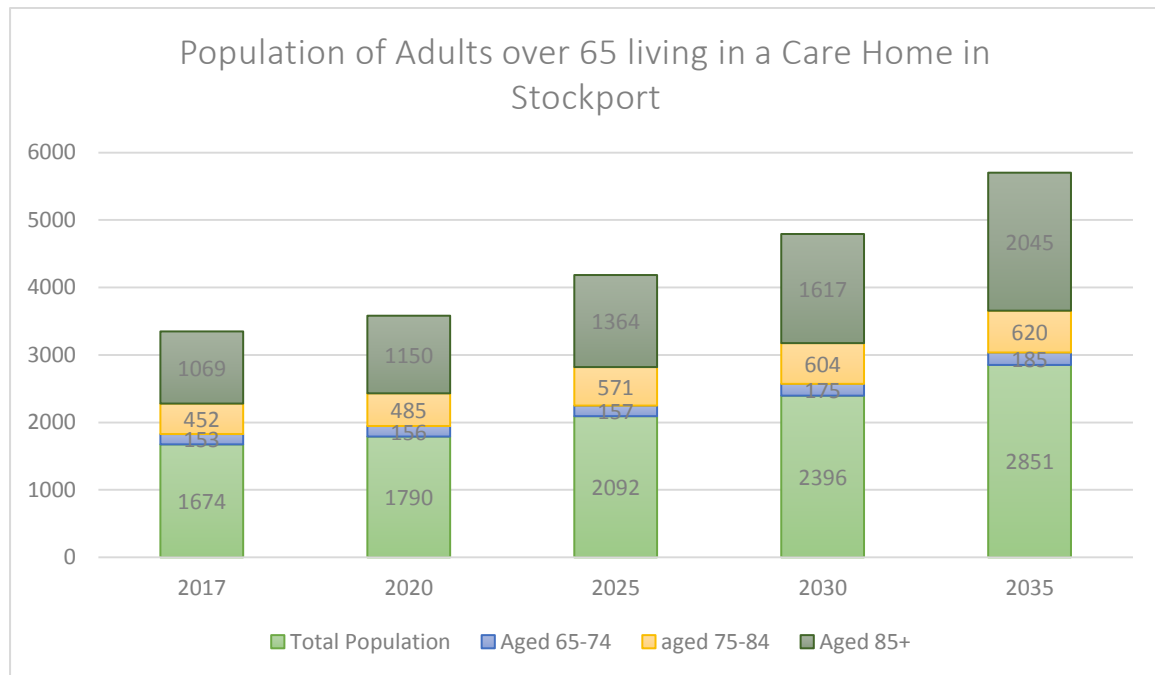
Projections also show a pattern of increasing needs across Stockport's neighbourhoods with increasing numbers of people who will be unable to manage self-care tasks on their own over the next 16 years:



As the population ages the projection is that there will be higher numbers of people who have increasing needs resulting from a growing incidence of dementia, diabetes and other long term conditions. The numbers of people living with dementia in particular are predicted to rise with the highest increases in the older age groups:



In line with Stockport's New Care Model the Council will be focusing on using people's strengths and assets to promote resilience; however, the current projections are that these changes and the profile of needs across Stockport are likely to lead to larger numbers of people requiring support in residential and nursing care in the next 16 years:



2.2 Social Care Activity in Stockport

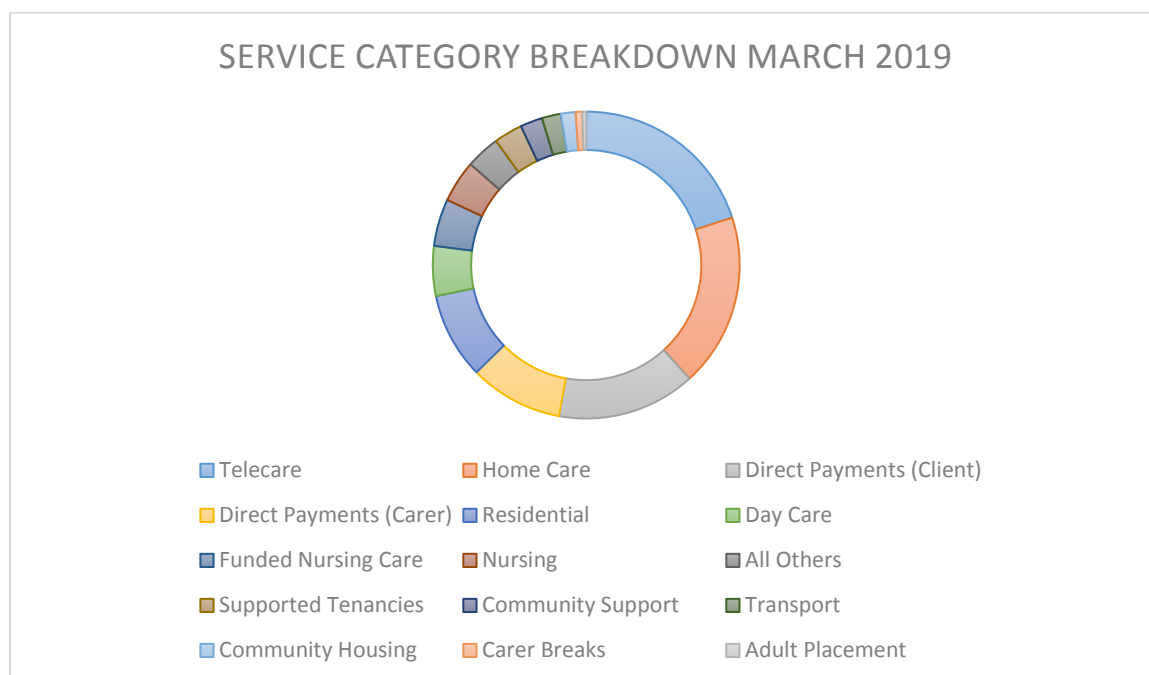
The table below shows the services provided to new Adult Social Care clients in 2018/19 to illustrate the support that is currently commissioned in Stockport.

Service	18-64 year olds	65+ year olds	Total
Short Term Support to Maximise Independence	234	2,283	2,517
Long Term Support (eligible services) - Nursing Care	7	67	74
Long Term Support (eligible services) - Residential Care	9	124	133
Long Term Support (eligible services) - Community Services	209	755	964
100% NHS Funded Care	0	78	78
End of Life	0	53	53
Ongoing Low Level Support	24	72	96
Short Term Support (other)	36	0	36
Universal Services/ Signposted to other services	28	1,181	1,209
No Commissioned Services Provided	253	0	253
TOTAL (INDIVIDUALS)	800	4,613	5,413

Community Based Support

The following analysis looks at the makeup of community based care across different service user groups at the end of 2018/19. A person is counted only once within each service type regardless of how many times during the year they receive the service, but can be counted within different services (counted once within day care and once within professional support, for example).

Clients open to Social Care services on 31st March 2019



Regional and Local Strategies Impacting upon Stockport's Adult Social Care Market

Current projections estimate the following areas will be under particular pressure to meet this future demand:

- Care and Support for Older People
- Support for people with Learning Disability and Autism
- Support for people with Mental Health Difficulties
- Support for Carers
- Preventative and asset based approaches
- New models of accommodation and housing related support
- Support for Workforce Development

In addition to the evolving needs of the population, ASC services will be affected by changes occurring across the council, including:

- Mid-Term Financial Planning
- Ongoing collaboration with Health
- Adult Social Care Development of the new model of care
- Neighbourhood and place based commissioning approaches

In turn these strategies and collaborations are shaped by programs of change at a regional level, including;

- Greater Manchester White Paper on Unified Public Services

- Ageing Well Strategy
- Taking Charge
- Greater Manchester Health and Social Care Transformation Programme

In order to provide for our population's needs, services will develop innovative service models that align to an independent and prevention pathway in order to reduce reliance on residential care and repatriate service users back into the borough.

Stockport's growing and ageing population means high quality health and social care is needed in order to prevent unnecessary hospital admission and to support people leaving hospital. Preventative strategies are particularly needed as our citizens increasingly have multiple long term conditions and overall demand for residential and nursing care is increasing, as less people are able to be supported at home.

In addition to ensuring high quality services the council will need to ensure citizens are to help themselves and their community; and have access to local universal services.

For those who are reaching the end of their life, more support is needed so that people can die in the place of their choosing. In 2017, 47% of Stockport residents died in their usual place of residence.

2.3 Accommodating Changing ASC Needs in Stockport

Public policy is increasingly focusing on the view that communities, not just individuals and their families, should play a greater role in meeting local need.

The rapid change arising from personalisation and greater choice and control for people eligible for state-funded social care, supported by the rapid growth of Personal Budgets and Direct Payments, is refocusing the role of the Council.

Our historic role as the primary purchaser of services is changing and local authority, CCG commissioners and providers need to think more carefully about the purchasing power of individuals – using their own money, personal budgets or both.

There is also need for greater collaboration between the person being supported by services and those supporting them, allowing them to work together to determine an outcome that draws on the person's strengths and assets.

Our policy and commissioning priorities focus firstly on helping people to find the support they need within their communities and to avoid dependency on services in the long term. Where people have an eligible need, the emphasis is initially on intensive, short-term 'reablement' to restore maximum independence.

Where a needs 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 achieve, the level of response required and assertive monitoring of whether their life has 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 individuals rather than defining them by service user group, purchasing highly specialist services where needed
- emphasising co-production with communities, with eligible people and their carers and with providers

This will require:

- encouragement of a robust voluntary and community sector infrastructure that can reliably deliver services and other opportunities
- a firmer evidence base, informed by more effective monitoring of outcomes and feedback from residents to shape future commissioning intentions
- a close relationship which continues to share market intelligence to further 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 productivity, cost effectiveness and value-for-money
- the potential for commissioning on an experimental basis (accepting some risks) in order to encourage new services and new providers
- an increased emphasis on outcome-focused services, which means a move towards commissioning against defined outcomes agreed by the provider and service user instead of the usual method of set hours and tasks
- jointly commissioning services with NHS partners and other local agencies

- encouraging responsive and flexible models of support that prevent hospital admission and/or support effective hospital discharge
- an increased expectation that providers of care accommodation will focus on maximizing the health and wellbeing of their clients, with a range of services to support this

In order to facilitate this process Stockport has invested in its communities in three key ways, explored in the following pages.

draft

2.4 Supporting Communities Through . . .

Building Positive Relationships

Communities can be a source of social capital, improving personal wellbeing and health outcomes; which in turn has the potential to reduce public service demand. In order to develop community resource, Stockport council is thinking differently about how it engages with and supports its communities. As set out in the 2015-20 Borough Plan, the council seeks to “. . . find new ways to enable communities to come together to form a vision for their own future, and to shape and direct the services they use.”

Investing in our communities is important not only for the financial health of the council, but for the Borough’s democratic health and the health and wellbeing of the communities we serve.

In order to achieve these outcomes, the council seeks to reorientate, and build upon, its relationships with its communities and workforce, supporting connectivity, social action and inclusive growth to enable empowered and resilient communities to thrive.

The ‘Working with Communities’ report published in 2018, concluded that changes in the following would support this plan:

- Recasting relationships with the VCSE sector by investing in small voluntary sector organisations
- Training and developing our workforce to have a greater community focus
- Fostering collaborative relationships with the third sector, private business and the public sector organisations, ensuring a joined up holistic approach to service provision

Through changing the way we work with communities, we will help people make a difference to the issues which matter to them and contribute to ensuring a preventative approach which focuses on early intervention. Stockport Council is changing the way it works with communities by upskilling communities and its workforce, connecting communities, organisations and individuals and investing in initiatives which add long-term sustainable value. Specific programmes of work include:

- Stockport Local Fund: A £1m fund setup to support VCSE organisations initiate and develop ideas that help communities thrive, improve health and wellbeing, tackle social isolation, while also pursuing community safety related themes
- Stockport Directorate: A directory enabling individuals, communities and organisations to find local support, activities and volunteering opportunities across Stockport
- Sector Connector: A series of events which gives social enterprises, charities, community groups and private businesses the opportunity to network, and form mutually beneficial partnerships that address knowledge, skills and resource needs

- Workforce development: A business transformation initiative, developing the ability of staff across council teams to collaborate with and build the capacity of the VCSE sector

Promoting Self-Care and Supporting Those Who Need It

In addition to ensuring supportive communities, Stockport is committed to helping people to help themselves and support those who need it. Stockport's refreshed Health and Wellbeing Strategy, coupled with thematic specific strategies focusing on ageing well, healthy living and early intervention and prevention aim to assist citizens to engage in self-care throughout the borough.

The promotion of self-care at a local level is the cornerstone of a number of national and regional policies and Stockport council has become a champion for change in four key areas:

1. Living Well

Public health campaigns currently include:

- One You – encouraging small incremental changes to personal lifestyle to improve health and wellbeing amongst adults aged 40-60. Please see: <https://www.stockport.gov.uk/one-you>
- NHS Health Check – free health check for adults aged 40-74 aimed at lowering the risk of individuals developing certain health conditions. Please see: <https://www.stockport.gov.uk/nhs-health-check>
- Cancer Awareness – raising awareness of cancer symptoms and screening programs. Please see: <https://www.stockport.gov.uk/cancer-awareness>
- Mental Health Navigators and Self-Care Coaches
- Change4life – Supporting families to make sustainable changes to their lifestyle together. Please see: <https://www.stockport.gov.uk/change4life>

2. Ageing Well

In response to an expanding ageing population Stockport council and partners have produced an ageing well strategy. A document which is supplemented by the All Age Living prospectus, please see the link below:

<http://democracy.stockport.gov.uk/documents/s154184/Enc.%201%20for%20All%20Age%20Living%20Prospectus%20Healthy%20Happy%20Homes.pdf>

3. Workforce Development

- The EQUIP team deliver a wide variety of awareness sessions to provider staff teams including: React to Red (pressure area care), Harm Level Awareness, Mental Capacity Act and DoLs, and Mouth Care

- A self-assessment tool has been developed for providers to help them improve CQC ratings. Workshops were held with Skills for Care, to support management teams to understand and implement improvement strategies, working towards improving CQC ratings

4. Reablement and living well at home

The Reablement Neighbourhood Teams offer short term support free of charge for people who need help to regain their confidence and independence.

This extra support might be needed because individuals:

- would like to regain the confidence and skills to live an independent life;
- need support and advice to remain in their own home;
- have been in hospital or residential care and are now returning home.

This short term service is usually only needed for a short, intensive period of time and aims to support people to gain their optimal level of independence. The services are tailored to help meet individual needs and help people stay connected to their community.

After receiving reablement the aim is that people will need less support, or better still no support, to live an independent life.

However where people continue to require help after a period of short-term support, there are other services that can help. A social care professional will discuss any long-term needs and how they can be met. They can:

- Put people in touch with local voluntary organisations that can help with things like transport, staying connected to the local community

Arrange for an assessment of long-term care and support needs and agree a package of care and support that addresses them.

The Wellbeing and Independence Networks (WIN) is a network of three main services which provide very practical help to adults who would otherwise find it very difficult to organise the support they need to remain independent and well. This assistance is aimed specifically at older people, people with a wide range of disabilities or poor mobility, and their carers. Users of the service are either overcoming a sudden event or illness or they need some short-term help to live a normal and independent life or to prevent a crisis from happening. The WIN services are also able to plan tailored support for people whose needs are very specific. The services are provided through a network of providers to support people at home and in their community, which includes community transport.

5. Advocacy Services

Stockport Advocacy provides services for residents who have a statutory need for independent Care Act, Mental Health Act and NHS Complaints advocacy.

- Independent Care Act advocates support people going through a Care Act process (assessment, care planning, review or safeguarding) who would have “substantial difficulty” participating in the process and do not have a relative or friend who is appropriate to provide this support. Access to this service is via referral from a social worker
- Independent Mental Health Advocates work with people who are sectioned under the Mental Health Act or under a Community Treatment order; these advocates are based within inpatient mental health units and community mental health facilities and people under section have access to their services
- NHS Complaints advocates provide advice, information, guidance and support to people making complaints about an NHS service who are registered with a Stockport GP. They can help to manage the complaints process, explore options and support at meetings. People can self-refer for this service

Support for Carers

Informal carers are recognised as providing essential support enabling many people to continue to live independently and well in the community reducing the need for formal health and social care support, yet this contribution to the health and social care economy is often imperceptible.

The majority of carers either see their role as part of their commitment to their family or loved ones, or don't actually see it as formal caring at all. Many carers do not wish or need to access carer support services as they provide this support with a number of key family and community support networks. However we are committed, as a partnership, in Stockport to make sure carers are fully supported in the vital role they provide.

Stockport Council working together with the CCG, Stockport NHS Foundation Trust, Viaduct GP Federation and Pennine Care NHS Foundation Trust have developed a Stockport Carers Charter based on what carers in Stockport said they wanted. This currently provides a clear remit for continuing the development of a joint, more proactive approach to identifying, valuing and supporting carers across Stockport health and social care providers. Stockport has also been an active partner in the development of the Greater Manchester Carers Charter and Exemplar Model for Carer Services.

Assessment

Through the Adult Social Care Contact Centre the Council provides advice and signposts carers to early intervention and preventative services.

We will promote and offer separate carers assessments to carers who provide regular care. This can be done jointly with the person they care for, or preferably separately to make sure the carer has the freedom to speak candidly about their circumstances without the fear of upsetting the cared for person. Carers are also able to access carers budgets to help pay for things which will help them in their caring role

The Carers Strategy will be refreshed in 2019/20 and further consultation with local carers will be part of this work, with an emphasis on provision of practical help with their caring role.

Key areas of development are required to continue to provide excellent services these are:

- Continue to improve the information advice and support available to carers to support early identification of carer issues.
- Tackling social exclusion and isolation by supporting carers to access services that support their needs as carers and allows them access to vital services through separate carer's assessments and sign posting services
- Developing clear pathways to support young carers to reach/exceed locally agreed attainment targets by supporting young carer services through commissioning arrangements
- Making sure that the needs of minority carers are being identified, supported and addressed
- To ensure that all developments in relation to carer's services link directly to the Care Act

2.5 Involving Citizens in Their Services and Monitoring Customer Experience

The Council is committed to the active involvement of residents and communities in the key decision regarding the design and delivery of services.

Effective involvement is vital within social care and in transforming services to deliver more personalised care. This priority is also reflected by our partners at Stockport Clinical Commissioning Group (SCCG) as we continue to work in partnership to deliver improved services for the people of Stockport. The CCG have also made the involvement of patients and the public a key priority to ensure their views are heard at all stages of the CCG commissioning process.

Listening to the people who use our services:

We use the information fed back to improve the services we deliver, to develop a better understanding of what people need now and how this might change in the future. We are committed to hearing the views and experiences of people who use our services and we use a range of methods to help us do this including:

- User forums
- Quality Monitoring
- Postal and online questionnaires
- Focus groups
- Public meetings
- Targeted satisfaction surveys
- Statutory surveys
- Feedback from service users via the services
- Comments and complaints
- Specific consultation exercises
- Quality checkers
- Scrutiny reviews
- Mystery shopping

The ASC Quality Team engage with service users and families through a range of regular activities e.g. attending care home meetings, making phone calls to service users seeking feedback. The Quality Team also liaises with families making complaints and occasionally they need to negotiate directly with people in the event of market failure, safeguarding issues or in relation to suggestions or service compliments. In addition, the Adult Social Care Quality team has been exploring ways to work with Healthwatch Stockport to seek the views of people using home support or care home provision in Stockport. Healthwatch Stockport undertake 'enter and view' visits to care homes, but home care can be more difficult to assess due to the service taking place in people's own homes.

Outcomes

- For services:
Through increasing engagement in the design, delivery, commissioning and monitoring of services, and discussions about how best to meet changing needs we give people a real say in the services we offer, how we deliver them, and how we can better adapt our services and processes to meet people's individual needs in the future.
- For people who use services and their carers:
The desired outcome of being inclusive and involving people is to prevent isolation, encourage participation and a sense of belonging and feeling valued which will, in turn improve confidence and independence.

Stockport HealthWatch

Stockport Healthwatch is the consumer champion for publicly funded health and social care. Healthwatch are actively involved in user engagement around home care services and work closely with commissioners and service providers to ensure that user views are taken into account in commissioning decisions and that commissioned services meet local need, including those groups that are harder to reach.

Providers may need support and encouragement to be more outward looking and flexible (to deliver a wide range of goods and services to promote well-being,

education and skills, social and economic involvement) in order to make themselves more attractive to individuals with their own budgets to spend. However, our service users and carers need continued support to express their preferences and have their views shape the market so that they then have choice, the opportunity and know how and where they can spend their money locally. Therefore streamlined and effective local involvement mechanisms are key.

The key objective of this is to ensure that public engagement is central to commissioning decisions and the strategic planning of health and social care services. Adult Social Care will continue to develop a cohesive approach to involvement. We will also ensure our commissioned services are aware of Healthwatch and develop an interaction with them to feed in the views of people and carers using their services

Monitoring of Customer Experience

Stockport Council recognise the importance of listening to service users' experiences and comments about Adult Social Care Services. This also includes user experiences of Council commissioned services.

To ensure that service users or their representative have full confidence that any concerns are taken seriously and responded to in a clear consistent way. To this end all commissioned services in Stockport are required to have their own complaints procedures in place.

We require providers to regularly inform us of the numbers of, subject of, and responses to complaints received with regard to the services they provide. We encourage feedback on our services and monitor levels of satisfaction or comments on particular services.

Section Three: Stockport Council's Approach to the Social Care Market

3.1 Market Context

Commissioning Intentions

Our adult social care commissioning intentions are:-

Develop our new model of care (as described in Section One)

This will involve working with independent sector providers locally to develop asset and strength based approaches to working with our citizens focusing on well-being and prevention

Shape adult social care markets

The Council will continue to explore developing the short term offer to support people to maintain and develop their independence in the community in line with the new model of care. The Council is seeking to further strengthen relationships with providers of home support to develop innovative ways of meeting outcomes and increasing community capacity. Stockport will seek to build on the implementation of the Ethical Home Support Framework as part of the shift towards achieving outcomes and away from time and task models. The continued investment through the Framework is to facilitate recruitment and retention of home support staff locally as well as enabling individual workers to develop careers in health and social care locally.

The Council will also continue to support the development of quality social care across community and care homes in Stockport through a programme of quality assurance and support.

The Council, in partnership with Stockport CCG, aim to align contracts with the CCG and will support a range of key development areas for care homes in order to ensure sustainable, affordable and good quality residential and nursing provision in Stockport. Building on the Council's assimilation approach to Care Home contract rates for 2019/20 which has seen a significant investment by the Council in care home provision across the borough, Stockport will continue to work with the market to set sustainable fee levels.

We will regularly update these as our intentions develop. We have referenced relevant commissioning intentions for other areas allied to adult social care such as public health, community safety and children and young people's services.

Prevention and Early Help in the Community

For all care service user groups we intend to

- Reduce demand through prevention and innovation

- Develop the arrangements for support at home to ensure sufficient and responsive care and a service based on personal outcomes, with a focus on reablement and recovery
- Work with providers and local communities to support people to remain living at home and to combat loneliness and isolation
- Help people to exercise choice and control over their lives for better outcomes through the development of personal assistants, brokerage and support planning services and increased use of pre-payment cards
- Develop the choice and range of providers people can use their personal budgets, for example, the market for personal assistants
- Increase independence and reablement through better use of equipment, home improvements, grants and technology including, disabled facilities grant in line with Better Care Fund planning
- Link up services that bring together health and housing and enable people to live independently; developing further opportunities with community equipment, home improvements, [Disabled Facilities Grant](#) (DFG) and assistive technology

Learning Disabilities

- Focus on people living full and independent lives, where secure homes and fulfilling lives are a priority
- We will help people and let them know what options they have to help them achieve their goals
- Improved accessibility to community services for people who have a learning disability
- Improve access to employment and housing

Autism

- Commission services based on adequate population data and needs assessment
- Delivery of associated actions arising from the Autism Self-Assessment Framework

Mental Health

- Review of the provision of mental health support across Stockport is planned for Autumn 2019 to Spring 2020
- Explore joint commissioning across Mental Health, Offending, Homelessness, Domestic Abuse and Drug and Alcohol services to achieve better outcomes for people with multiple or complex needs

Domestic Abuse and Sexual Violence

- Work closely with [Community Safety Partnership](#) colleagues, such as the police, in order to make Stockport safer
- We also link closely the commissioning intentions for Children and Young People with Adult Social Care commissioning intentions - see the [Children and Young People's Plan](#)

Profile of current purchasing and procurement approach

Economic value of social care in Stockport: Health and Social Care is the 2nd largest employer, by sector, in Stockport with 17,000 employees which is 13% of the workforce in 645 businesses across the Borough.

This data is not directly comparable with the Council's spending on Adult Social Care. The data covers the whole social care market (both adults and children), covers a calendar year, rather than the April to March financial year we use, and excludes small providers if they are not registered for VAT. More significantly, the Office of National Statistics is unable to confirm whether or not their data on turnover includes the service user contributions we receive for care, or – if this is the case – how they have managed to differentiate income received for care provided directly by the Council from that commissioned from the independent sector.

The purchasing and procurement approach is aimed at supporting the Council in achieving its corporate priorities and delivering its vision by promoting effective procurement and contract management across Social Care services. This means making sure that for every pound the Council spends, best value is being achieved, especially in terms of outcomes for the people the Council serves in Stockport.

The Council recognises that an effective procurement approach is fundamental to making sure our neighbourhoods are successful and sustainable, our communities are resilient and our people are independent. It is focussed on achieving priorities and outcomes ensuring limited resources are used effectively. The approach has a direct impact on value for money and the cost of service provision and well as support the delivery of services to meet the needs of our people and their communities.

The Care Act requires local authorities to help develop a market that delivers a wide range of sustainable high-quality care and support services that will be available to their communities. It requires local authorities to pay a fair price for care from efficient and effective providers. Local authorities are required to pay a fee level that ensures providers are able to meet their statutory responsibilities, for example, national minimum wage. At the same time local authorities must ensure that the service commissioned are cost effective and offer value for money. When buying and arranging services, local authorities must consider how they might affect an individual's wellbeing. There are risks for the Council and its partners in failing to sustain an appropriate choice of provision at the required quality.

The external market for care and support is of fundamental importance to the local health and social care system for those that require care and support. This provision is key to supporting an individual to maintain their independence and quality of life in the most appropriate setting that suits their needs. A key driver for supporting the external market is its ability to reduce the number of hospital admissions and respond appropriately to hospital discharges as well as meeting our statutory responsibilities. However, we know that like other areas across the Country the external care market in Stockport faces challenges with respect to sustainability and capacity.

Support at Home

Support at home is a crucial element in retaining and maintaining people's independence for as long as possible, in supporting carers, and in reducing and delaying the need for more intensive forms of support (such as hospital and care home admissions). The Council has introduced an ethical framework for support at home which includes; continuous quality development, a closer alignment of support at home with locality teams, and a greater emphasis on wellbeing and opportunities for more flexible support packages.

A difficulty cited by external support providers is the recruitment and retention of a suitable care workforce. The framework approaches the issue in two ways:

- enhancing person-centred care, in which more people are enabled to seek wider circles of support (reducing long term demand for commissioned support)
- improving terms and conditions alongside remuneration for direct care staff so that more people are attracted to work in the care profession (helping to increase supply).

When commissioning support for people with learning disabilities to live in their own home, the Council uses the Greater Manchester Learning Disability and Autism Ethical Framework which is a flexible procurement system opening regularly to enable providers to apply to get on to the framework. The Council supports 300 people in their own tenancies, with an additional 100 supported tenancies ranging from individual apartments to large shared houses. There are also people who have their own homes and receive domiciliary support to assist with personal care and daily living requirements.

Providers of learning disability services are facing very similar pressures to those experienced by other providers around recruitment and retention. In addition, the needs of people with learning disabilities coming through into adult services are increasing in complexity. The Council will continue to monitor the changing legislative landscape that Learning Disability providers operate in, and will assess the impact that this may have on future provision and fee levels.

Care Home Provision

The Council has a Pre-Placement Agreement (PPA) for Residential and Nursing Care, which makes clear what we expect from providers of residential and nursing care, in terms of what is being commissioned, what Providers are required to deliver under contract and the role of the Council. The Council issues contracts for individual placements using the terms and conditions agreed in the PPA.

The main difficulty cited by providers is the problem of recruiting and retaining a suitable care workforce. This shortage also applies to registered managers and qualified nursing staff. Whilst this is a national challenge, providers have also consistently noted that recruitment difficulties are more acute in Stockport due to the demography and geography of the borough

3.2 A Commitment to Equality and Diversity

When contracting and commissioning services Stockport Council ensures a commitment to equality and diversity is at the heart of its process. To secure this commitment we adhere to the following self-identified key objectives:

- all contracts are procured and delivered in a way that is non-discriminatory and promotes equality for staff, the general public and the business community
- the goods, works and services provided by contractors and suppliers are non-discriminatory and cater equally for users' needs
- the recipient or the service user has equal access to service quality
- the procurement process complies with the Equality Act 2010 at all stages
- existing contracts and providers are monitored to ensure compliance with equality and diversity standards
- appointed providers, procurement practitioners, suppliers and organisations that tender for work adhere to equality and diversity standards within their processes to ensure compliance with the Equality Act 2010

The above goals are based upon Stockport Council's commitment to fulfilling its equality vision – “to promote equal life outcomes for all by tackling known inequalities across the borough of Stockport”. To achieve this vision Stockport Council ensures compliance with the Equality Act 2010 (more specifically the public sector equality duty) and adheres to its own set of tailored Equality Objectives.

The Equality Act 2010 replaces all existing anti-discrimination laws (such as the Disability Discrimination Act 1995), and extends protection across a number of 'protected characteristics'. These are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. When making decisions about services the council also pays due regard to reducing the inequalities which result from socio-economic disadvantage.

The public sector equality duty (which replaces the previous race, gender, and disability duties) requires local authorities (and other public sector bodies) to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and any other conduct prohibited by the Act
- Advance equality of opportunity between people who share protected characteristics and people who do not
- Foster good relations between people who share protected characteristics and people who do not

Stockport Councils Equality Objectives are as follows:

- I. People will be able to make positive changes and be independent and those who need support will get it
- II. Communities in Stockport are safe and resilient
- III. Stockport will benefit from a thriving economy
- IV. Stockport will be a place people want to live

These equality objectives run through all strategic programs within the council which are in turn monitored and evaluated on a regular basis.

For further information on Stockport Councils Statement on Equality and Diversity, please see here:

https://assets.ctfassets.net/ii3xdrqc6nfw/3cFOpi1Y9ATfGLk0r0v4RI/72c301ea4b49ef7ec801c610143ec5c5/Statement_on_equality_and_diversity_2018-22_.pdf

Furthermore in line with the councils Equality and Diversity vision the Council will undertake EIAs on all our procurement projects.

Section Four: Stockport Councils Plans for the Social Care Market of the Future

4.1 Market Readiness for Change

The social care market in Stockport is diverse both in scale and geographic distribution. In some areas, gaps in provision are evident and need to be addressed. The relationship between providers and commissioners is positive but commissioners are keen to develop closer relationships with providers to make the best use of joint intelligence, knowledge and skills. The evidence is that providers wish to respond to this but, for many micro and small providers, capacity is a problem.

The Provider Forum is starting to develop diverse ways to involve providers. We are currently engaging more providers in developing personalisation through 'making it real' tools.

Providers are very realistic, understand the challenges that we all face over the coming years, and accept the need for change. This is not to deny that there are some significant challenges including:

- the pressure on budgets and profitability from reducing public expenditure
- a shift towards more integrated and personalised models of care
- the increasing numbers of people with individual budgets
- a wider use of partnerships and consortia

4.2 How might providers need to adapt?

Recognising the diversity of purchasers

Providers will need to increasingly respond not just to the Council and its partners but to individuals or small groups who may want to commission bespoke packages through personal budgets. This increasing range and diversity of customers will require providers to market their service and improve access.

Involving service users and carers

Providers will increasingly need to look at new ways in which their services can be designed, working with service users and carers, both individually through personal plans and reviews and through overarching service design and general ways of working.

Engaging with universal services and opportunities

Delivering a high quality service is clearly important but, in order to pursue the reablement ethos, providers will need to consider how to better engage with and link service users with other opportunities in the community.

An expectation of improved outcomes for all users

The focus should be on recovery and independence. People who are very frail or who have other complex needs or long-term disabilities may need a higher level of sustained support. Even so, providers should be seeking to maximise independence.

Focusing on quality and outcomes

Price competition is clearly important but – increasingly – quality and reliability will differentiate providers, especially where markets are more mature and price differences are narrower. Providers who demonstrate an outcome focus and a reablement ethos are likely to secure more business.

Commitment to equality

Providers will be expected to demonstrate a high commitment to equality.

Innovation

Responding to personalisation by developing new approaches – either marketed to service users direct, or engaging with strategic commissioners. Assistive technology should be used wherever appropriate.

Safeguarding

Following safeguarding practice, providers will need to ensure that staff think carefully about the person and the environment in which they live and take any necessary steps to ensure their safety and security.

Complaints procedure

All providers must have an appropriate complaints procedure in place which is accessible to all people for whom they provide a service.

Working with other providers

This will vary according to different markets but may include sharing expertise and resources and back office costs to increase impact and efficiency, working through a range of both formal and informal models.

Being increasingly proactive with commissioners

The commissioning role is changing fast and providers and commissioners will need to work in different ways to share market intelligence, develop new service models, and look to long-term partnerships and co-production where possible.

Responsiveness to our approach

The general trend is towards more generic service design and commissioning solutions that respond to individual need in a more personalised way. This will be achieved through innovative and new ways of engaging with all involved in both delivering and receiving adult social care.

4.3 Workforce Development

Stockport are committed to working with providers to invest in the workforce locally and raise the standards of care and support across the sector. The Council offers a number of courses to employees of contracted providers within Stockport through our Learning Pool which includes both E-learning and Classroom modules.

The Council's internal Quality Team work with all providers in Stockport where Adult Social Care (ASC) Commission services. The team work closely with colleagues from ASC, including Safeguarding and neighbourhood teams. We work collaboratively with colleagues from Stockport Clinical Commissioning Group (SCCG), Stockport Foundation Trust (SFT) and the Police. The Quality Team work with all agencies including our providers in partnership and seek to build and maintain effective working relationships.

The Quality Team work with providers using an annual monitoring system and proactive relationship maintenance. The Quality Team also includes the Enhanced Quality Improvement Programme (EQUIP), supporting providers to improve by working collaboratively with them. EQUIP has staff who have a wide range of skills including nursing and social work. All staff have a good knowledge of working with providers or have a provider background.

The QT holds a Quality Issues & Concerns meetings (QIC) monthly, this meeting is led by Stockport Council Adult Social Care (ASC) in partnership with SCCG, Care Quality Commission (CQC) and Public Health colleagues. It facilitates the joint consideration of quality issues at a local level & helps ensure regular communication between commissioners, safeguarding, regulators and health partners. Colleagues ensure that providers are made aware of any information pertaining to them which may arise within this forum and that they have the opportunity to comment and respond to any recommendations arising which may impact on their provision.

The EQUIP team work together to support and encourage improvements with providers both in a residential setting and for people who receive support in their own home. As part of their role the team is working with providers to deliver sessions to staff on a number of topics:

- Harms levels
- Dignity Awareness
- Mouth care
- React to Red
- Complaints
- Eating with Dementia
- MCA

- Care Planning

The Quality Team launched our Dignity in Care Forum with representation from external and internal providers and health and social care colleagues. The forum is held every three months and to date has been extremely well attended. The issues addressed at the forum has encouraged the formal identification of a 'Dignity Champion' in all provider settings.

The Quality and EQUIP teams continue to work closely with all partners including the Safeguarding team to improve quality in residential/nursing homes, care agencies and learning disability tenancies.

Stockport STAR awards are held every year to recognise high quality within the local care home and home care sector, are organised by NHS Stockport CCG and Stockport Council as a way of thanking its loyal and dedicated staff.

Trusted Assessor Care Home Team Development

The Trusted Assessor Care Home team (TACHT) development went live in July 2018. The offer to providers includes up to 72 hours support following discharge in order to minimize the risk of readmission or placement breakdown and resident experience reviews during the immediate post-discharge period.

Stockport Council hosted the inaugural Greater Manchester Trusted Assessor Forum as a peer support network which has since been developed throughout Greater Manchester.

CQC publish updated data every month which shows details of care providers in Stockport and other local authorities. These tables are one of the sources of data used to inform the Market Position Statement.

To contact the Quality Team, please email: ASC.Qualityteam@stockport.gov.uk

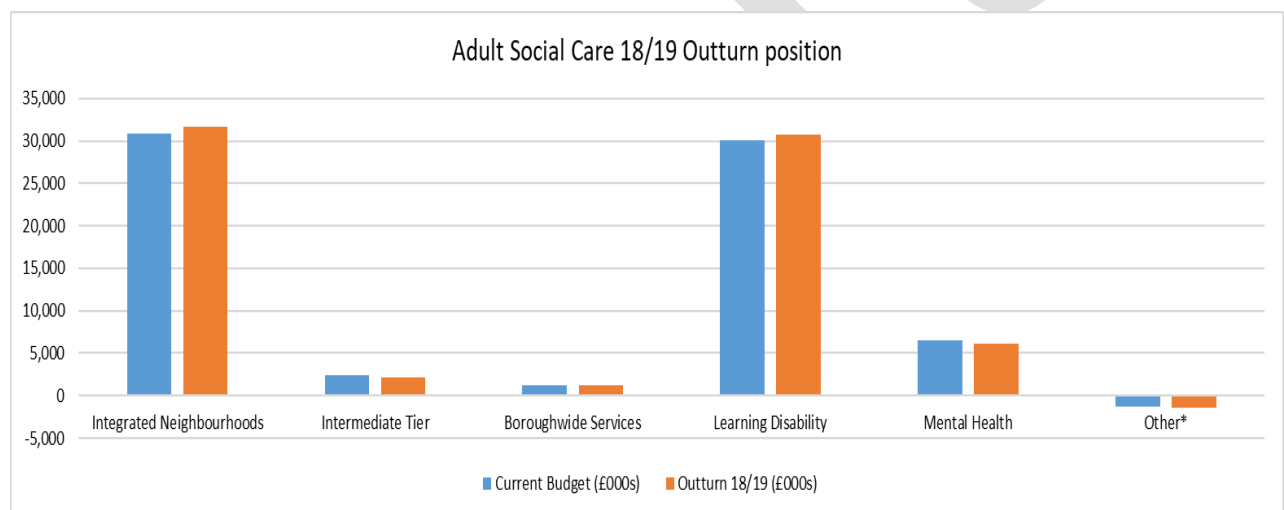
Section Five: Financial Context

Financing our Strategic Market Vision

The Council continues to invest in Adult Social Care services to meet the needs of the local population. Additional investment into services focuses on key themes and financial pressures including:

- Demographics
- Demand - including transitions from Children’s Services
- National Living Wage
- Price inflation for contracts with external providers

The 2018/19 outturn position for Adult Social Care is illustrated in the bar chart below, comparing the net cash limit budget for each service area to the outturn position. The overall outturn position for Adult Social Care was a £0.652m deficit against a budget of £69.839m, which is 0.9% of the net cash limit budget.



*Other includes ASC Support Services, Safeguarding, Prevention, Stockport Local Assistance Scheme, holding accounts of ASC Funding.

As can be seen from the analysis a significant proportion of expenditure and budget provision is within Integrated Neighbourhood Services and Learning Disabilities.

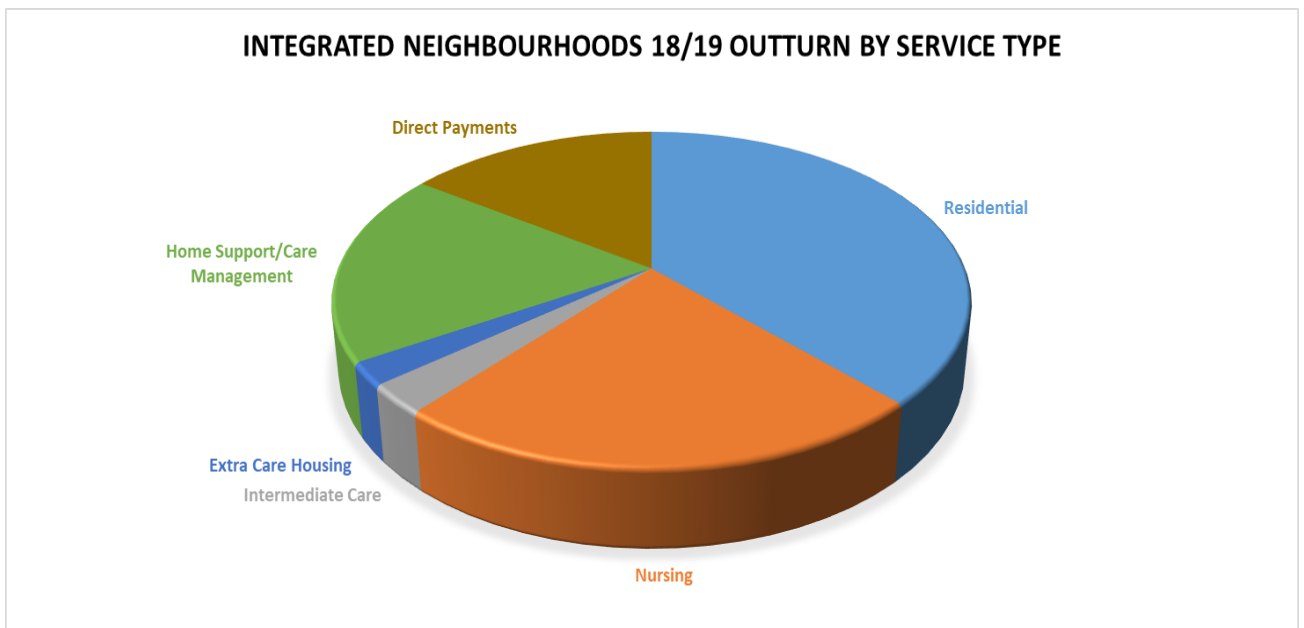
The Council continues to embed a neighbourhood based model of integrated support to support clients either at home or within a community bed based setting. These eight neighbourhoods are key to delivering proactive, client based support at a local level.

Alongside this is significant provision within Learning Disabilities to support clients with complex needs to live within a community based setting. There are significantly fewer clients in receipt of Learning Disabilities when compared to Integrated Neighbourhoods (which predominantly support clients over the age of 65). However due to the enhanced support required for each Learning Disability client the average

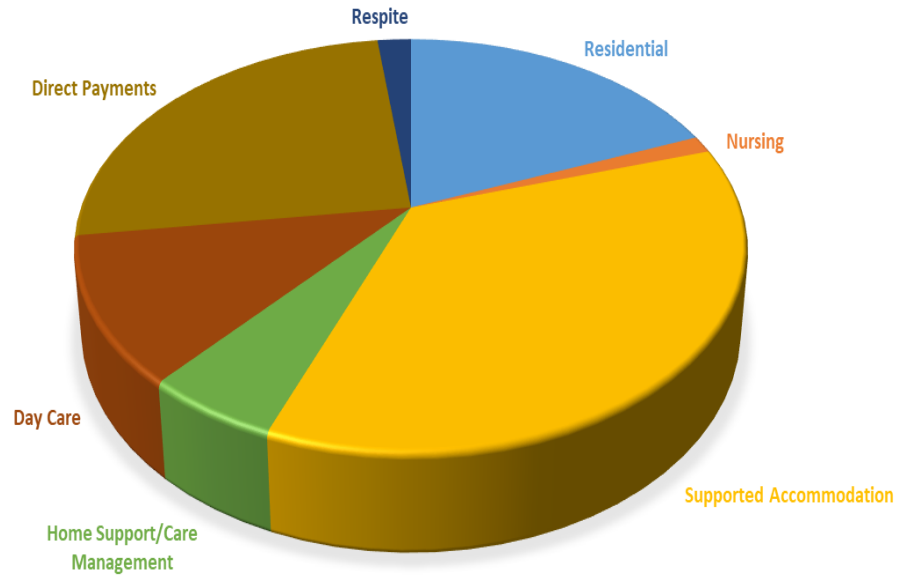
weekly cost of provision is significantly higher than the majority of clients within Neighbourhood Services.

As important to the services described above is Mental Health, Intermediate Tier and Boroughwide Services, financial provision is aligned based on the anticipated demand for each service.

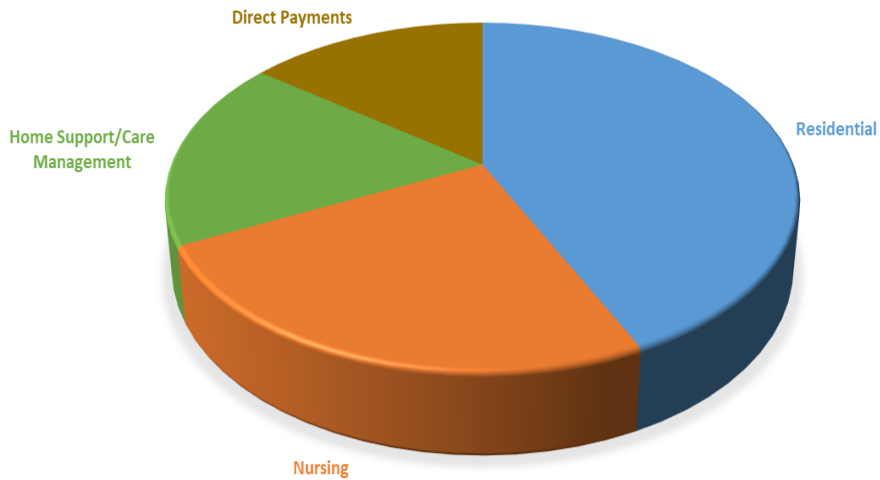
Further charts illustrating key gross expenditure incurred on external service provision by type of service in 18/19 within the three largest service areas is illustrated below.



LEARNING DISABILITIES 18/19 OUTTURN BY SERVICE TYPE



MENTAL HEALTH 18/19 OUTTURN BY SERVICE AREA



The Better Care Fund provides an opportunity to transform local services so that people are provided with better integrated care and support. The Fund will support the aim of providing people with the right care, in the right place at the right time. This will involve a shift in the way services are commissioned with the expansion of care in community settings.

Over the lifetime of this Market Position Statement, services will experience significant challenges which include:

- Demographic pressures, including a growing number of older people, those with complex needs and dementia.
- Maintaining quality care provision despite substantial financial challenges
- Safeguarding adults, particularly vulnerable adults, victims of domestic abuse and hate crime
- Commissioning for complex conditions such as autism

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Section Six: Next Steps and Feedback

Next Steps

The Market Position Statement (MPS) is published electronically to allow us to update it easily and can be found on www.stockport.gov.uk/XXX

The MPS is a document that will be periodically updated as and when data information and the adult social care market changes.

Feedback

We welcome your comments to assist us in improving the MPS for the next update. Please email and comments to commissioning team inbox: commissioningXXX@stockport.gov.uk

We are also keen to work with providers via our provider engagement programme which will allow us to include market intelligence and important learning from providers.

Procurement is an important driving force in Stockport Council for identifying and realising cost efficiencies and guiding the improvement of Value for Money in the Council's annual spend.

Procurement also works closely with local business support organisations to ensure improved access to business opportunities with the Council and assist's Small to Medium Enterprises (SMEs) and Voluntary & Community Sector (VCS) organisations to understand and engage with the tender process and produce quality responses to invitations to tender.

Social care commissioners and the procurement team work closely to design procurements that are sensitive to local market conditions and that takes account of the views of providers.

Stockport tender opportunities are available via the Chest Procurement portal: <https://procontract.due-north.com>

The purpose of this procurement portal is to support the procurement process by providing an e-tendering solution, advertising of tender opportunities and electronic tendering.

- register for FREE
- receive notification emails of new tender opportunities that match your company criteria

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Timetable

Task Name	Timescale 2019/20											
	May	Jun	Jul	Aug	Sep	Oct	Dec	Jan	Feb	Mar	April	May
Assess Strategic Needs for people with Autism				<u>X</u>	<u>X</u>							
Framework for Residential Care & ISL Home Care					<u>X</u>	<u>X</u>	<u>X</u>	<u>X</u>	<u>X</u>			
Develop Service Model and Potentially Commissioning for End of Life Care								<u>X</u>	<u>X</u>	<u>X</u>	<u>X</u>	
Home Care Recommissioning (Framework re-opens)					<u>X</u>	<u>X</u>	<u>X</u>					
Re-Commissioning of Advocacy Services					<u>X</u>	<u>X</u>						
Implementation of Telecare 'Offer'					<u>X</u>	<u>X</u>	<u>X</u>					
Review and Recommissioning of complex needs floating support						<u>X</u>	<u>X</u>	<u>X</u>				
Re-commissioning of extra Care Services			<u>X</u>	<u>X</u>	<u>X</u>							
Review of Autism Services						<u>X</u>	<u>X</u>					
Review of Mental Health Services				<u>X</u>	<u>X</u>	<u>X</u>	<u>X</u>	<u>X</u>	<u>X</u>	<u>X</u>		
Personalisation Review in the Borough							<u>X</u>	<u>X</u>	<u>X</u>	<u>X</u>		

Glossary of terms

Word	What it means (in this document)
Assessment	The process of gathering information about the services user's circumstances and needs.
Benchmarking	Comparing the performance of our services against other local councils or the best councils.
Brokerage Team	If, as part of their personal budget arrangements, the service user decides to ask the Council to arrange services for them, the Brokerage Team will source and negotiate with service providers on their behalf to make sure that they receive the best service available to meet their support needs.
Commission	Plan what services are needed. Commissioners are the Council staff who do the planning.
Compliance	Making sure that the service provided is that which was set out in the service specification.
Consortium	A group of several provider organisations
Co-production	Services that are designed delivered and monitored by the Council with partners (such as health), providers, service users and carers.
Decommissioning	Ending services that are no longer required, as part of a continuous cycle of commissioning.
Direct payment	Any part of a personal budget, which the service user has chosen to have paid directly to them so they can make their own arrangements to meet the outcomes, agreed in the Support Plan. These are sometimes also referred to as self-directed payments.
Eligibility for adult social care	There are guidelines to work out if a person is eligible or not for services. The criteria help us make sure that councils treat everyone fairly and that the people who are most in need of help, receive it.
Outcomes focussed	A service that is based on what outcomes the service user wants to achieve as set out in the Personal Support Plan rather than on the time required to do a task.
Packages of Support	All the different types of care and support an individual receives following assessment.
Personal budget	This is the money allocated for your social care, which comes from social care funding only.
Personalisation	A way of describing how support for people will be provided. It affects social care services as well as other public services. The idea behind personalisation is to give people real choice and control over the support they receive as opposed to other people deciding for them. People can choose to be involved in planning and organising their own support or they can choose others to do it for them.

preventative services	Services that help people maintain their health and independence such as: floating support, health and well-being services and volunteering and befriending.
Procure	Buy services from organisations external to the Council
Re-ablement	Services that help people to re-learn skills or develop independence for example following a hospital stay
Social enterprise	A business that helps people or communities
Step down	Going from a service for higher level needs to a service for lower level needs
Time and task	A way of calculating the cost of a service by the time it takes to do a particular task.
Transition	The period (and services) when people go from children's services to adult services. Also going from period (and services) going from general adult services to service for older people.
Vulnerable adults	Someone aged 18 or over: Who is, or may be, in need of community services due to age, illness or a mental or physical disability Who is, or may be, unable to take care of himself/herself, or unable to protect himself/herself against significant harm or exploitation