

# Adult Contracts and Commissioning Market Position Statement 2017-2020



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## 1. What Is The Market Position Statement And Who Is It For?

**Sector led improvement approaches in local areas has meant that local authorities are responsible for their own performance and for leading the delivery of improved outcomes for local people in their area.**

**The Market Position Statement (MPS) is a way for us to engage with adult social care providers and is designed to contain information of benefit to providers of adult social care in Blackpool.**

**It is intended to help identify what the future demand for care might look like and to act as a starting point for discussions between the local authority and those who provide services.**

It contains information concerning:

- What Blackpool looks like in terms of current and future demography and service provision
- The Councils Commissioning intentions as facilitator of care for adults 18 years and over
- How services might respond to the changing needs for care and support in the future.

The Council has a responsibility to produce a MPS for Adult Social Care. We will look to develop how we produce these in the future and feedback is welcomed to shape improvements for next time.

If you have any comments or suggestions, please email [commissioning.team@blackpool.gov.uk](mailto:commissioning.team@blackpool.gov.uk).

## 2. Our Commissioning Priorities 2017-2020

### Ensure a supply of good quality residential and nursing care

We will continue to monitor our local residential care market to help ensure high standards are delivered to meet the expectations of residents and families.

### Ensure the supply of residential and nursing care meets demand

We understand that occupancy can be affected by market changes and we will continue to monitor occupancy levels. We will work with existing providers and new entrants to ensure local capacity to meet demand across all client groups. Occupancy is currently high with demand pressures for all areas of regulated residential and nursing care, which suggests there are opportunities for more good quality residential and nursing care locally.

### Provision for challenging behaviour

Individuals who display physically challenging behaviour e.g. advanced dementia, often require additional 1:1 care and may be subject to restrictive Deprivation of Liberty Safeguards. It requires provision which is able to manage the mix of residents with appropriately trained and experienced staff, including nursing staff. We will engage with the market and support opportunities to increase local capacity for complex and challenging as well as general nursing.

### Ensure a strong care at home market and workforce

Care at home plays a crucial role in keeping vulnerable people out of hospital and care home settings. We want to make sure the local market has capacity and is strong and sustainable by working with providers to ensure appropriate contract arrangements and support is in place.

Through our support of the Fylde Coast Health and Social Care Academy, we also work to ensure sufficient capacity in the workforce in adult social care.

### Support the local Sustainability and Transformation Plan (STP)

The Lancashire & South Cumbria Sustainability and Transformation Plan (STP) reaffirms the need for health and care organisations to work together to transform services and the way people use and access them. The STP is made up of Local Development Plans (LDPs) across five areas. Blackpool is part of the Fylde Coast LDP.

### Support vulnerable mental health and learning disability clients locally

We want to ensure there is appropriate provision of services catering for complex and specialist needs within the local area to reduce out of area placements. The intention is that people will be supported locally by a strong, capable and resilient local workforce who can deliver these services.

In order to reduce the reliance on inpatient hospitals to treat and assess individuals, Transforming Care aims to strengthen community services and improve the quality of services for people with a learning disability and/or autism.

Our strategic direction for mental health clients has been informed through consultation with social care colleagues. We want to be more ambitious in meeting the housing and care and support needs for our under 65 mental health population. Professionals would like to see a shift in direction away from residential care to smaller supported living homes offering flexible levels of consistent support to meet fluctuating need.

### Encourage innovation across all areas

We welcome open dialogue with providers of adult social care to consider new and innovative ways of meeting the needs of adults in Blackpool.

### Reduce barriers to providing services in Blackpool

We want to make it easier for quality social care services to conduct business locally.

We're keen to use innovative procurement tools and approaches to make this happen, such as the pseudo-dynamic purchasing system for care at home in 2017.

### Focus on self-care and resilience in the community

A key priority for the Council is to build resilience in the community to reduce demand in the social care system.

We're aiming to raise the aspirations of service users and the providers of social care services so that people are supported to reach their potential, achieve and become active citizens.

### Ensure high quality services

The Council is committed to commissioning high quality services for the people of Blackpool. The integration of the commissioning and quality management functions of the Council and BCCG will aim to further improve quality, commissioning and monitoring processes.

### Commitment to fair costing and living wage

Since 1st April 2013 Blackpool Council has been accredited to the Living Wage Foundation ensuring that every Council employee earns at least the Foundation Living Wage. It is the Council's vision to encourage its contractors and sub-contractors to adopt payment of the Foundation Living Wage in line with the Council so that together we can really make a difference to people's lives.

We recognise the challenging financial environment providers work within and we have engaged with our local regulated care markets to understand what it costs to provide care in Blackpool.

We therefore request that regulated care providers continue to engage with us during these exercises to ensure value in what we aim to achieve from them.

### Commission services with a commitment to Social Value

Blackpool Council's Social Value Suppliers Guide has been created with the intention of helping suppliers understand what we mean by social value and how they might be able to help deliver it. It is a clear indication that each organisation is totally committed to maximising the social value and resulting social benefit available from its Commissioning and Procurement activities.

Social Value is a feature for all commissioned services and is a mandated element of Council procurement activity, alongside quality and price.

### Self-sustaining services and sectors

We want to develop responsive and sustainable local markets in adult social care. To support this want to:

- Offer a range of care and support services;
- Understand how markets are performing;
- Prepare for and identify risks of provider failure and service interruption

### 3. Local direction

#### Council Plan

**Our Council Plan can be viewed by visiting [www.blackpool.gov.uk](http://www.blackpool.gov.uk) and sets out our priorities to create a better Blackpool.**

One of our priorities is creating stronger communities and increasing resilience in Blackpool. There are a number of key challenges to address:

- High rates of Looked After Children
- Low GCSE achievement
- Poor life expectancy
- High levels of alcohol and substance misuse
- High levels of teenage pregnancy
- Domestic violence
- Mental health

#### Health and Wellbeing Strategy

**Evidence related to health outcomes in Blackpool suggests that there are a number of drivers we need to address in order to achieve our vision:**

##### **Stabilising the housing market**

We will improve the quality, mix, and management of private rented homes through Blackpool Housing Company and other initiatives such as Selective Licensing. Create higher quality new homes at Queen's Park and Foxhall Village.

##### **Tackling substance misuse (alcohol, drugs and tobacco)**

We will address lifestyle and addiction issues by developing policy interventions, treatment programmes and education in order to prevent substance misuse, and support individuals and communities with substance misuse issues.

##### **Building community resilience and reducing social isolation**

We will build resilience within individuals and communities to improve their mental health and wellbeing and enable them to cope in difficult situations and circumstances.

We will support communities to work together to determine their needs, developing a co-production approach to service design that will promote

community empowerment, community led decision making and increase social action to reduce social isolation experienced by sections of our communities. In addition to the above, the board recognises the importance of taking preventative action at the earliest possible time, to prevent a problem becoming a crisis, so we have therefore identified an additional priority.

#### **Early Intervention**

We will encourage more upstream intervention to prevent a problem from becoming a crisis; this approach will be implemented throughout the life course and will reduce the need for expensive interventions further down the line.

#### Strategic Commissioning

**The strategic leadership for commissioning arrangements in Blackpool is undertaken by the Strategic Commissioning Group, which is made up of Directors of Services and Commissioning leads from across Blackpool Council, Blackpool Clinical Commissioning Group and Public Health.**

The group works in an advisory role to support the Blackpool Health and Wellbeing Board to fulfil its responsibility to promote and encourage integrated commissioning of services, particularly for the most vulnerable individuals and groups with the worst health outcomes.

Similarly, in an attempt to identify opportunities where commissioning activity can be aligned, operational Network Meetings take place with Commissioners from statutory partners to plan and collaborate existing and future commissioning activity.

The core commissioning principles of the Network Meetings are that:

- Services are commissioned in accordance with the principles set out within national guidance
- All commissioning decisions are based on a clear rationale for improving outcomes
- To provide equitable access to all services across Blackpool, taking into account the needs of a diverse population
- Services are developed on the basis of need identified within the Blackpool Joint Strategic Needs Assessment (JSNA)

- Services will be developed in line with evidence and good practice and the effectiveness of practice will be monitored
- The development of new services will aim to complement and enhance existing service provision where appropriate
- Commissioners contribute to the JSNA process by providing evidence and information to assess need

### Commissioning Strategy

#### **The Commissioning Priorities as set out in the 2015-2018 Commissioning Strategy are:**

- To ensure the provision of a range of services for adult, young people and children with care and support needs to:
  - Keep vulnerable children and adult safe
  - Ensure that children and adults can remain independent and safe in their own home as long as possible
  - To support the health and wellbeing of adults and children
- To ensure that people with eligible support needs are supported to access training, education, employment and volunteer opportunities
- To make high quality information and advice available to the population of Blackpool
- To promote a culture of high expectations and aspirations through the provision of those services which support all people to achieve their potential
- To ensure that children and young people are protected from inappropriate caring roles and provide support for those who do care

### Better Care Fund

**This strategic work is also supported by the introduction of the Better Care Fund (formerly the Integration Transformation Fund) which came into effect in April 2015, to ensure the integration of health and social care.**

The Better Care Fund (BCF) is a single pooled budget to support health and social care services to work more closely together. In Blackpool, the BCF quality plan has been agreed by the Health and Wellbeing Board, ensuring they are appropriate to address local need and mandatory national conditions.

BCF priority areas include keeping people at home, integrated care teams, intermediate care services and reablement services.

### Public Health integration

**During 2016, the commissioning and contract function of the Public Health team integrated to the adult and children's contracting and commissioning team.**

This is an exciting opportunity for sharing practices and to develop working relationships across departments. Over the course of the next 12 months the following work is being undertaken around the Public Health portfolio:-

- Work is on-going on the Healthy Child Programme (0-19 service) to develop a service model to meet the requirements of the Public Health outcomes framework
- A commissioning review will be undertaken on the Specialist Stop Smoking Services and the GP Smoking Cessation service to consider the future service delivery model
- The Adult Drug and Alcohol treatment services are due to go out to tender in September 2016 with the intention of a new contract being in place by the 1 April 2017.
- A service review has commenced on the infant feeding service

### Integration with Blackpool Clinical Commissioning Group (BCCG)

**As part of the budget recommendations for 2017/18, the Council has agreed to undertake a review with BCCG to fully integrate the commissioning function of both partners.**

Integration will commence from May 2017. It is anticipated that this integration will support joint commissioning, quality and performance management approaches and improve outcomes for vulnerable adults, children and families by designing services around the person rather than around organisations.

## 4. Financial Challenges

Financial Year	Council Net Budget (£,000)	Adults Services Net Budget (£,000)	Adult net budget as a % of Council net
2013-14	145,667	48,104	33.02%
2014-15	137,730	45,822	33.27%
2015-16	129,332	45,242	34.98%
2016-17	125,871	46,854 <sup>1</sup>	37.22%
2017-18	128,035	45,542	35.57%

The above table demonstrates that despite the overall reduction in the net Council budget between 2013-2016, the Council has delivered an increase to the proportion of allocated spend for adult social care. However, adult social care has still had to deliver gross savings of £13.3m over the last 4 years.

During this time there have been significant budget pressures, including:

- outcome of cost of care exercises undertaken in the residential and care at home market, resulting in increased fee rates in Blackpool;
- implementation of the national living wage and increased rates for sleep-ins
- ensuring carers are paid for travel time
- local demographic and demand impact resulting in less standard residential care and more complex needs care packages
- additional requirements resulting from the 2014 Care Act including carers support and advocacy

In 2016/17 Blackpool adult social care spent 78% of its budget on services commissioned externally from the independent and third sector<sup>2</sup>. This projection would maintain a trend which has seen spend on externally commissioned service increase since 2013/14.

<sup>1</sup> Including £3.2m allocated for National Living Wage

<sup>2</sup> Blackpool Council Adult Services budget (general fund estimates)

Financial Year	Adults Services Net Budget (£,000)	Spend on externally commissioned services (£,000)	%
2013-14	48,104	26,468	33.02%
2014-15	45,822	27,182	33.27%
2015-16	45,242	29,303	34.98%
2016-17 <sup>3</sup>	43,654	31,719	37.22%

This increase reflects changes to the way in which services have been commissioned including those previously provided by the Council, which are now being delivered externally e.g. supported living services, respite and some home care services.

A more in-depth budget projection of externally commissioned spend in 2016/17 is detailed in table below. This indicates how the budget was spent according to primary presenting needs:

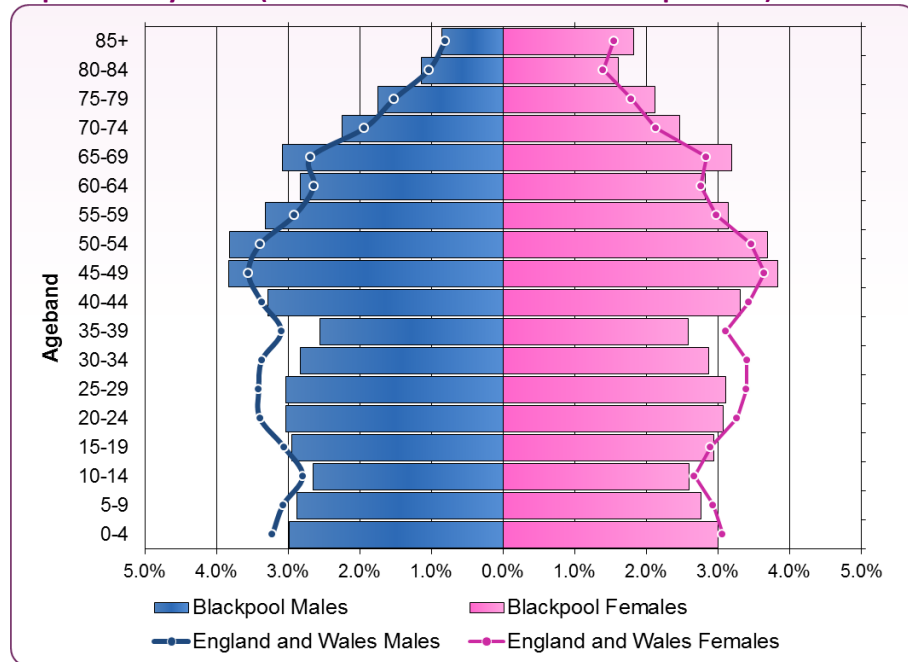
Elements of the service	Council net budget (£,000)	%
Physical support 18-64	2,301	7%
Physical support 65+	10,082	32%
Sensory support 18-64	94	0.3%
Sensory support 65+	282	1%
Mental Health support 18-64	2,870	9%
Mental Health support 65+	1,736	5%
Memory and cognition 18-64	124	0.4%
Memory and cognition 65+	3,728	12%
Learning Disability support 18-64	8,076	25%
Learning Disability support 65+	1,074	3%
Social support - Substance Misuse	175	1%
Social support - Social Isolation and other	25	0.1%
Social support - Support for Carers	196	1%
Assistive equipment and technology	984	3%
Information and early intervention	96	0.3%
Other commissioning placements	-1,639	-5%
Housing related support	1,515	5%
<b>Net expenditure</b>	<b>31,719</b>	<b>100</b>

<sup>3</sup> Figures for 2016/17 does not include funding allocated to National Living Wage

## 5. Population and Demographics

Blackpool's population pyramid displays a higher proportion than England of people over 55 years of age, and a much lower proportion in ages younger than 35. The age band 30-35, in particular, has a considerably lower proportion than England. Blackpool reflects England's higher proportion of females in the older age bands than males.

### Population Pyramid (Mid 2014 Estimated Resident Population)

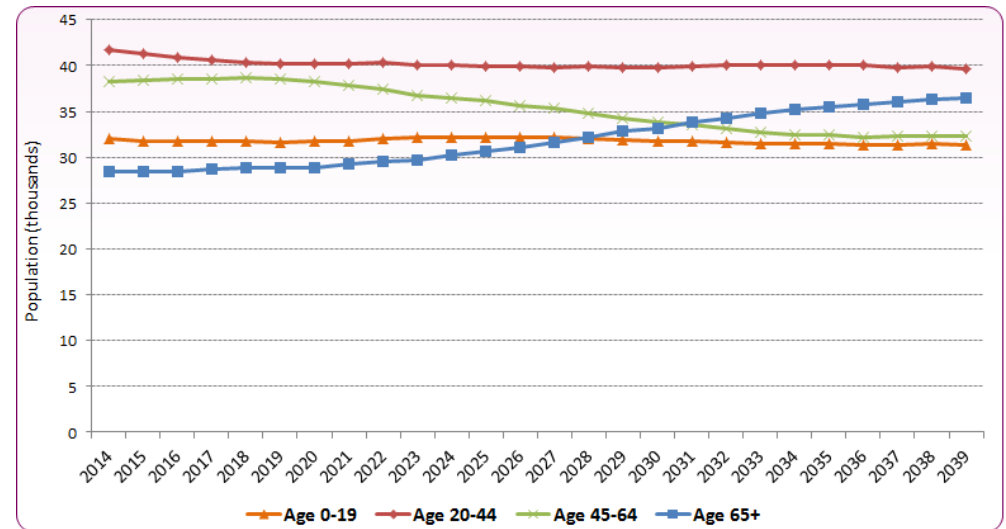


Source: ONS mid-year population estimates, 2014

Projections of the population of Blackpool indicate that the number of residents over 65 will show a considerable increase within the next 25 years, far in excess of the levels of increase shown in all other age bands. The over 65 population is projected to rise by 28% from 28,500 in 2014 to 36,500 in 2039 and will then make up over a quarter (26%) of Blackpool's total population.

The total population of Blackpool is projected to remain relatively static in the longer term, going from 140,500 in 2014 to 139,800 by 2039 (ONS mid-2014 based population estimates) though there it does fall to a low of 138,800 in the mid 2020's before increasing again. The 45-64 year old population shows the greatest decrease over time falling 16% from 38,300 to 32,300.

### 2014-based Subnational Population Projections for Blackpool



Source: ONS Subnational population projections

MOSAIC is a demographic profiling tool that is produced by Experian. MOSAIC categorises all households and postcodes into 'segments'. Each segment shares a set of statistically similar behaviours, interests or demographics. MOSAIC is especially useful for providing insight into the local population, service users and neighbourhoods and can be used to support sophisticated service development - right through from initial feasibility research into service design and marketing.

The most recent version of MOSAIC was released in 2014. Households are categorised by 15 broad MOSAIC segments to paint a rich picture of the segments and provide insight into the local population.



These descriptions are what sociologists describe as 'ideal types', pure examples to which individual cases approximate only with various degrees of exactness. They focus on the statistical bias of a type of neighbourhood, on the demographic categories which are more numerous there than elsewhere in the country and which give the neighbourhood its distinctive character. In addition, because the boundaries of postcodes and census output areas do not exactly match boundaries in housing type, it is inevitable that addresses close to boundaries may in certain cases not appear to have been allocated to the most suitable category. There are cases too, where the same types of neighbourhood will contain people of similar character and behaviour but living in very different types of accommodation according to where in the country they may live<sup>2</sup>.

The following are the total count and percentage of households within each high level mosaic group. A large majority of Blackpool households fall into four Groups; K, L, M and N representing 60% of all households in the town.

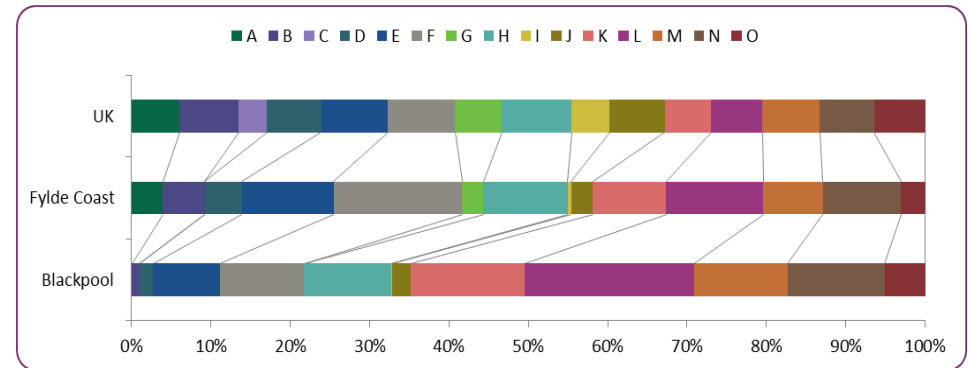
### Percentage of households in each Mosaic group – Blackpool

Group Name	One-Line Description	Households	%
A Country Living	Well-off owners in rural locations enjoying the benefits of country life	22	0%
B Prestige Positions	Established families in large detached homes living upmarket lifestyles	638	1%
C City Prosperity	High status city dwellers living in central locations, pursuing careers with high reward	0	0%
D Domestic Success	Thriving families who are busy bringing up children and following careers	1,117	2%
E Suburban Stability	Mature suburban owners living settled lives in mid-range housing	5,544	8%
F Senior Security	Elderly people with assets who are enjoying a comfortable retirement	7,014	11%
G Rural Reality	Householders living in inexpensive homes in village communities	13	0%
H Aspiring Homemakers	Younger households settling down in housing priced within their means	7,203	11%
I Urban Cohesion	Residents of settled urban communities with a strong sense of identity	84	0%
J Rental Hubs	Educated young people privately renting in urban neighbourhoods	1,543	2%
K Modest Traditions	Mature homeowners of value homes enjoying stable lifestyles	9,472	14%
L Transient Renters	Single people privately renting low cost homes for the short term	14,065	21%
M Family Basics	Families with limited resources who have to budget to make ends meet	7,769	12%
N Vintage Value	Elderly people reliant on support to meet financial or practical needs	8,079	12%
O Municipal Challenge	Urban renters of social housing facing an array of challenges	3,372	5%

Source: Experian: Mosaic Public Sector 2014

The bar chart below shows how households in each area are categorised. Blackpool has a bias toward the K to O segments with higher percentages of households in these groups.

### Percentage of households in Mosaic groups - comparison of Blackpool, the Fylde Coast and the UK



Source: Experian - Mosaic Public Sector 2014

Most of the transient renter household groups are found within the north shore (Claremont, Brunswick and Warbreck wards) and central (Bloomfield and Talbot wards) areas of Blackpool.

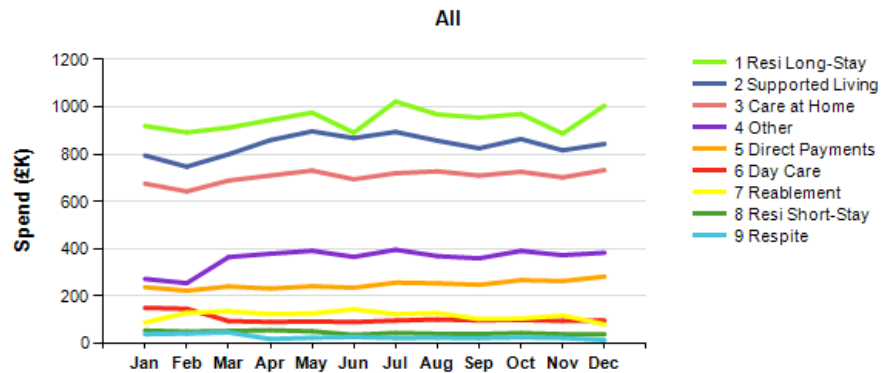
## 6. Supply and Demand of Social Care Services

The tables below detail social care spend **January to December 2016**.

During the period, it is evident that long-term residential care, supported living and care at home are the highest areas of commissioned social care spend.

Significant reduction has been seen across respite, short-term residential care and day care.

'Other' refers to services including transport, advocacy and shared lives where spend has increased throughout the year.



### Degree of change between Jan-Dec 2016:

1 Resi Long-Stay	+6.2%
2 Supported Living	+6.4%
3 Care at Home	+8.2%
4 Other	+28.7%
5 Direct Payments	+20.2%
6 Day Care	-29.9%
7 Reablement	-15.6%
8 Resi Short-Stay	-30.9%
9 Respite	-58.7%

## 7. Use of technology

Vitaline and Telecare are used to support people to remain independent with care at home with equipment such as emergency alarms, sensors, motion/smoke/CO2 detectors to assist people with their independence.

The Council is also working with Blackpool CCG to explore use of telehealth services as a way to support more people at home in the future.

Use of technology in residential and nursing homes is limited:

- some homes without a computer on-site
- some that use a little technology to support day to day running of the home
- some that have incorporated a variety of assistive technologies to support the provision of care

Through the Vanguard programme, a test bed is scheduled to identify and promote the role of telehealth services in helping to address the challenges faced in supporting the delivery of the new models of care and self-care initiatives:

- educate the Fylde Coast partners to encourage active support for and involvement in telehealth initiatives
- instigate specific initiatives that use telehealth and demonstrate their impact on the health system
- develop collaborations with healthcare organisations to adopt and adapt their telehealth experience
- drive a cohesive approach; to ensure that standards are developed and adopted; to drive cost effective service provision from suppliers
- research the issues and barriers to adoption, such as non-alignment of payments with new models of service; technology integration; user (clinician and patient) resistance; privacy and confidentiality issues
- act as the main workstream for available resources to support the building of business cases for the use of telehealth
- enable the creation of models of excellence in the use of telehealth.

## 8. Providing Services in Blackpool

The Council is keen to support the development of the local market and works with our service providers in maintaining the value of local forums including:

- Residential provider forum
- Care at home provider forum
- Learning Disability and Mental Health Partnership Boards
- Third Sector forum

More details can be provided on our local engagement activity by contacting us by email at [commissioning.team@blackpool.gov.uk](mailto:commissioning.team@blackpool.gov.uk).

There are several opportunities for local services to advertise and do business locally:

[www.fyidirectory.co.uk](http://www.fyidirectory.co.uk)

Has been developed as a website to help Blackpool residents make informed choices about their care and support needs. With information about services available across Blackpool.

[www.the-chest.org.uk](http://www.the-chest.org.uk)

The north-west local authority portal provides a list of opportunities broken down by Authority.

### [Marketplace events](#)

When there are opportunities for business, the Council will often arrange marketplace events to find out more about the opportunities, ask questions and meet service users

Methods of engagement with service users also includes:

- Annual customer **survey**;
- **Consultation** exercises – during commissioning reviews and service re-designs;
- **Co-ordinated** activity with the local Healthwatch service where appropriate;
- Response to **comments, complaints and compliments**

## 9. Support to the market

- Training has been provided on Mental Capacity Act, Safeguarding, Dignity and Respect and Dementia
- Additional training available via the Council online learning portal (i-Pool)
- Improvement planning through Quality Monitoring staff within the Contracts and Commissioning team
- Medication management support across the regulated care sector provided by a Pharmacy Officer

The Council also supports the Blackpool and Fylde Coast Health and Social Care Academy. The academy aims to join up local training services with care providers in order to ensure opportunities in the sector for local people.

Training providers part of the academy were invited to a workshop in February 2017 with commissioners and representatives of the Blackpool care at home forum.

Blackpool and the Fylde College, Learn Direct, Baxter Life Training and ESP Training Solutions presented information on the support/training they could offer to local employers. This also supported the Council's 'back-to-work' programmes led by the Council Positive Steps Into Work Service.

We anticipate that similar workshops will be repeated to ensure the links