

Gateshead Council  
**Market Position Statement**  
2019 – 2020

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# Introduction

Gateshead Council wants to support and encourage providers to develop personalised, integrated care and support services in Gateshead that offer quality and choice for customers.

To support providers achieve this aim, Gateshead's Market Position Statement (MPS) has been developed with the aim to take a fresh look at the social care and health market locally, taking into account work underway to provide integrated support services and provide a tool to help providers identify opportunities and make decisions about how to develop their services in Gateshead that could maximise impact and success of a redesigned or new service offer.

Our MPS includes information that will help providers to:

- Grow your business - it can help providers make decisions about which services to invest in for the future. It includes detailed intelligence on current levels of activity and forecasts future supply and demand
- Identify gaps in the market
- Respond to new business opportunities - it can help providers to find out about customer demand

The MPS will inform planning and decision-making by commissioners and providers. The content takes into account the wider public policy context in which social care support is commissioned and delivered. It includes detailed intelligence on current levels of activity and forecasts future supply and demand.

The information contained in the MPS will help commissioners to develop the creative, efficient and cost-effective approaches required to address local need in a climate of reducing resources, public service reform and personalisation that will see more people holding personal budgets and making decisions about how their care is provided. The drivers for integrating health and social care commissioning include:

- Recognition of a new architecture for health and social care ;
- The challenge of meeting the needs of an ageing population in which chronic medical conditions are increasingly prevalent; the need to use resources more efficiently;
- A joint approach between the health and social care with a focus much more on preventing ill health, supporting self-care; through personalisation, enhancing primary care, providing care in people's homes and the community wherever this can be done more appropriately than in hospital settings;
- Need for increased co-ordination between primary care teams and specialists, and between health and social care, and;
- A requirement to support carers, addressing their health and social care needs, to acknowledge the considerable contribution this group of individuals make in supporting the health and social care needs of those they care for, and the void that would be created were they no longer able to do so.

Opportunities for providers are far-reaching; with an increasing vulnerable population, improving technology and changing culture, even traditional service provision provides scope for 'doing things differently'. Most notably, gaps currently exist in personalised service provision for those with complex and/or challenging needs.

As an all age commissioning unit over the last 12 months we have made progress in the following areas:

- Care act compliant in terms of self advocacy
- New approach to fee levels in the health and social care market
- Recommissioning of Healthwatch Gateshead
- Progressing conversations with the NewcastleGateshead Clinical Commissioning Group (CCG) around integration

- New learning disability framework
- Regular provider forums
- Joint Carers review with the CCG
- New Quality Assessment Framework
- Governance Board to track progress
- Development of a serious provider concern process
- Embedding standards and principles which inform how we approach commissioning

Gateshead Council recognises that there are still challenges and opportunities facing Gateshead and this MPS will highlight the areas where we want to work with the market to continue to meet these challenges but strive for innovation, quality and better outcomes for the resident of Gateshead.

The production of Gateshead's MPS is the first stage in a number of ways in which the Council will begin to engage with the market in Gateshead and sets out to summarise important intelligence explaining how we intend to commission and encourage the development of quality services that create a much more sustainable model of delivery. We believe that co-operation through sharing expertise and information supports a forward thinking, innovative social care market where we might achieve better outcomes for our residents.

This MPS reflects information we hold on current and future need, our thoughts on how demand for services will change and how we expect need to be met in the future. We will develop and produce more detailed information on the Council website and individual MPS for each area as we prepare to go to the market, which will be regularly updated, both in response to your feedback and comments, and as our thinking and information continues to change. We also acknowledge that there are some gaps and areas where we need to work with partners and providers to develop a better understanding of future demand and need e.g. physical disability and sensory impairment. We welcome challenge and comment to help develop a better understanding where we do have gaps within the MPS and to develop the MPS further in discussions/consultation with key stakeholders and partners.

# Commissioning Standards

**This MPS incorporates and is based on the approach we take as a commissioning unit to our commissioning standards. These standards and principles underpin effective commissioning and set out what good commissioning looks like. These standards will in turn underpin Gateshead's future health and social care commissioning and procurement practice. Gateshead Council is fully committed to Commissioning for Better Outcomes and will measure its performance and improvement against the following standards:**

## **The Council is fully committed to Commissioning for Better Outcomes and will measure its performance and improvement against the following standards:**

- Achieve a person-centred and outcome focused result in all commissioning activities
- Will be well led across Early Life, Living Well and Ageing Well, using a system wide approach
- Work in collaboration and co-production with all key partners including health, the police, public health voluntary sector, service users, carers and communities
- Will provide a sustainable and diverse market
- Deliver high quality and low cost, value for money care and support
- The Council works with service users, various partners and the wider community to help shape the market and design services that meet a range of commissioning needs
- Develop the workforce and promote positive engagement with providers

**The following set of principles help to ensure an effective and efficient approach to commissioning to achieve better outcomes:**

## **Ten Commissioning Principles:**

- Based on robust understanding of needs and strategic assessment
- Evidenced based taking account of service user, community, stakeholder, partner views and analysis of best practice and preferred models
- Wellbeing and outcome focussed promoting quality, improvement and innovation
- Long term, sustainable focus resilient to market pressures
- Identifies benefits of collaboration and integration with internal and external strategic partners
- Facilitates and enables service user choice, where appropriate
- Promotes quality services through monitoring service delivery to ensure continuous improvement
- Based on both an understanding and a need to facilitate the development and shape of the market
- Ensuring an equal and transparent process that offers value for money
- Commissioning, developing and improving services taking account of service delivery locally, regionally and nationally

**The commissioning principles are applicable across all life courses:**

**Early Life**

**Living Well**

**Ageing Well**

# Key messages and market opportunities in Gateshead

The production of Gateshead's MPS is the first stage in a number of ways in which the Council will begin to engage with the market in Gateshead and sets out to summarise important intelligence explaining how we intend to commission and encourage the development of quality services that create a much more sustainable model of delivery. We believe that co-operation through sharing expertise and information supports a forward thinking, innovative social care market where we might achieve better outcomes for our residents, and the key messages from this MPS to the market in Gateshead.

In Gateshead we **COMMISSION** to improve outcomes for individuals and communities. We work with our partners to **SHAPE** the area to be a prosperous place to live, work, invest and play. We work with providers and local organisations to **TRANSFORM** our Health and Social Care market. This MPS describes our vision for a vibrant and responsive Gateshead market place that achieves positive outcomes for people in our communities. People who use services across all levels of need should be able to access a:

- Market that reflects the **diversity of local needs** and promotes quality and choice
- Variety of providers and different types of services – choice of service type not just selection of providers offering similar services
- Mixed economy of local provision including the community and voluntary sector
- Developing Social Value to address health inequalities

This MPS outlines a picture of the supply and demand issues in Gateshead and describes our commitment to responding to changing demand and need and shaping the Borough as an inspiring place that meets the needs of aspiring people. It:

- Outlines our local vision for the people of Gateshead
- Supports the development of business models
- Identifies opportunities for development in the Health and Social Care market

- Provides an indication of future demand and need in Gateshead
- Presents a picture of the market and local supply in Gateshead
- Promotes service user choice and control in Gateshead
- Establishes “co-production” as standard practice in Gateshead
- Develops an outcomes based approach with a strong focus on enablement
- Develops flexible contracting that encourages providers to innovate and be more responsive to service user needs
- Embeds Public Health principles within contracts linked to prevention and early intervention to tackle health inequalities in Gateshead
- Continues to embed social value into commissioning and procurement practice
- Promotes supplier diversity and supports the local economy

In Gateshead over the next two years opportunities for the market include:

- A Learning Disability framework is now in place, the Dynamic Purching framework allows Providers to join the framework at any time
- Working with providers to explore opportunities to develop community activities, day services, social activity and low level support for people with autism and opportunities for people with autism to engage in employment, education, volunteering and training
- Review of current homecare provision and engagement opportunities to develop new model with the aim to go out to the market with a new model in 2019
- A review of Information and Advice and Non Statutory Advocacy Services with the aim to go to the market with a new model in 2019
- Engagement with providers to develop Gateshead's offer around assistive technology

# The financial picture



The Council's Medium Term Financial Strategy (MTFS) is based on a financial forecast over a rolling five-year timeframe from 2019/20 to 2023/24 which will help ensure resources are aligned to the outcomes in the council's strategic approach "Making Gateshead a Place Where Everyone Thrives". The MTFS sets the financial context for the Council's resource allocation process and budget setting.

The Council is operating within a context of unprecedented pressure on local authority budgets. Medium term financial planning is taking place against the background of significant funding cuts for local government alongside government plans for major local government finance reforms. This environment will challenge the ability of the Council to respond to the needs of Gateshead residents and the wider community.

There are acute problems nationally in funding the increasing demands of both adults and children's social care. Adult social care is a vital public service that promotes wellbeing and independence and helps support some of our most vulnerable people. There also continues to be a growing strain on children's social care budgets. Early intervention can help limit the need for children to enter the social care system, lay the groundwork for improved performance at school and even help to ease future pressure on adult social care by reducing the pressure on services for vulnerable adults. Councils are struggling to invest in this vital early help and support, as a result of the severe funding reductions. Nationally the care and support system remains under enormous pressure.

Lack of clarity over the value and future of social care funding continues to hinder the ability to plan effectively. In the March 2017 Budget, the government said that it would publish a Green Paper on social care during the summer of 2017 to allow a public consultation to be held. It was then stated it would be published before the 2018 Parliamentary summer recess setting out proposals to ensure that the care and support system is sustainable in the long term. More recently the paper has been delayed again and government now intends to publish in 2019. There will also be a review of the current functioning and structure of the Better Care Fund to make sure that it supports the plan.

Additional one-off funding for adults and children's services was announced in the 2018 Budget and this was confirmed in the settlement. Although welcome the level of funding is a relatively small amount, in the context of adults and children's spending overall, alongside the growing demand pressures in these areas. There remains a substantial funding gap facing children's and adult social care in 2019/20 both nationally and locally. There continues to be huge funding pressures facing local authorities to continue to protect the vital services which care for older and disabled people, protect children and support families. Long term planning for these vital services is undermined through a lack of information on the levels of future funding available.

The UK's date to leave the EU has not been confirmed, all assumptions within the MTFS will be revisited regularly and the financial impacts to the Council's MTFS will be reconsidered in light of any changes to the general economy.

The challenging local context of austerity and increasing demand on council services has compelled the Council to refocus on what matters most. In March 2018 the council launched its new strategic approach **Making Gateshead a Place Where Everyone Thrives**, developed with the council's purpose and beliefs in mind, along with what matters most to the people of Gateshead

Making Gateshead a Place Where Everyone Thrives is aligned to the timeframe of the council's Medium Term Financial Strategy (MTFS) and is predicated on the following council pledges:

- Put people and families at the heart of everything that we do
- Tackle inequality so people have a fair chance

- Support our communities to support themselves and each other
- Invest in our economy to provide sustainable opportunities for employment, innovation and growth across the borough
- Work together and fight for a better future for Gateshead

The likely continuing requirement and scale of budget savings, over and above the £157m already taken from budgets since 2010, represents an increasing challenge for the Council, which includes savings of £13.113m which is in addition to the £157m previously taken from the budgets since 2010.

Central Government's continued commitment to reduce the overall levels of public debt would indicate significant reductions in grant funding are likely to continue over the medium term. Furthermore, the government aim through funding reforms is to significantly reduce reliance on central grants and move local authorities to be self-financing. Councils will rely more on income from council tax, local business rates, fees and charges, trading income as well as contributions towards service costs from third parties. This will be particularly challenging for council's like Gateshead with the greatest need for services to meet local demands. There will be more pressure on the income the council gets from council tax and business rates to fund vital services. In order to strengthen its financial position, the council will have to consider other ways to generate income and be self-sufficient.

Although there exists a great deal of uncertainty, overall it is now estimated that the Council will need to close a funding gap of £76.689m over the five financial years 2019/20 to 2023/24.

The Council's base budget for 2019/20 is £206.999m which includes savings of £13.113m. The Adult Social Care net budget (including prevention, commissioning and quality assurance) is £69.96m (£98m gross) representing 34% of the Council's net budget and Children's Social Care (including early help, commissioning and quality assurance) is £35.974m (£60m gross) representing 17% of the Council's base budget. It is therefore vital that services are provided in the most efficient and effective way, controlling new demand and reshaping the supply base with a strategic shift in resources and culture from intervention at the point of crisis towards prevention, early intervention and through use of assistive technology with targeted support for people with more complex needs.

# Gateshead Council's market pledge

**In Gateshead we are committed to delivering a range of shaping activities to support the market place. We believe that co-operation through sharing expertise and information supports a forward thinking, innovative social care market where we might achieve better outcomes for our residents to encourage this and work with the market, we will:**

- Ask for your feedback on your experiences of working with us
- Continue to develop and share market intelligence
- Ensure our approach to market shaping is based on promoting integrated working and joint commissioning with agencies working together to deliver outcomes for local people
- Develop a shared understanding of supply, demand and market direction
- Provide a clear commitment to Provider Forums to share information on the direction of travel, new expectations and potential changes to local need
- Work together with the market for change to develop:
  - outcome-based approach
  - cost effective
  - high quality services for residents of Gateshead
- Embed public health as a core area of responsibility throughout all levels of the market
- Support and provide workforce development and service improvement support
- Look at new ways of working and openness to innovative commissioning approaches in order to encourage new services and new providers

# Strategic direction

The strategic direction of social care and support within Gateshead is developed in consideration of national drivers; consultation/engagement and also the numerous sources of data and information available. This generates the shared vision, outcomes and ambitions that drive our development agenda and provides the statutory, private and voluntary sectors with unifying goals. A number of national local drivers and partnerships that influence the strategic direction are set out below:

## National Drivers

- Care Act 2014
- Mental Capacity Act
- Think Local Act Personal
- Better Care Fund
- Making Safeguarding Personal
- Public Health Outcomes Framework
- Sustainable Transformation Plan
- CQC Regulatory Framework
- Ofsted Regulatory Framework

In Gateshead we face considerable challenges in the coming years as reductions in public spending have to be managed at the same time that a forecast of rising demand for care and support is likely to generate significant pressures.

National and local drivers have consistently sought to ensure that those eligible for social care provision have greater choice and control over the services they may use. This requires the creation of a more diverse market. It has also become increasingly evident that helping people to remain independent for longer and more efficient use of resources will be achieved through early support and preventative measures.

## Local Drivers

- Thriving Gateshead
- Gateshead JSNA
- Health and Wellbeing Strategy
- Safeguarding Adults Board
- Local Safeguarding Children's Board
- Transformation plan (CCG)
- Gateshead and Newcastle Strategic Housing Market Assessment
- Medium Term Financial Strategy (MTFS)
- Compact (with the voluntary sector)

The current pattern of services is not affordable as the basis for meeting the needs of future generations of older people, children and young people and for younger adults with complex disabilities, nor for meeting the support needs of the growing number of family carers.

To meet this challenge will involve controlling new demand and reshaping the supply base with a strategic shift in resources and culture from intervention at the point of crisis towards prevention and early intervention and targeted support for people with more complex needs.

The way services are provided has to be redesigned to make available new, more creative ways of working giving people greater choice and control. This will require a change of mind-set from one that fosters dependency to one founded on enablement. To achieve this requires the development of a market that offers a broad range of care and support options.

## Partnerships

- Gateshead Health and Care System
- Carers Partnership
- Learning Disabilities Partnership Board
- Physical Disabilities and Sensory Impairment Partnership
- Autism Steering Group

# Thriving Gateshead

We want Gateshead to be a place where everyone thrives. If we are to achieve this a **radical rethink is needed about the way we work as a Council**, the way we spend the money, the way we work with partner organisations, businesses and how we work with our local people and communities. **Big change is needed and fast.**

**We want everyone in Gateshead to be involved in this transformation.** We know we can do it, but only if we do it together. We need to know what matters most to you and what you think you can do to make sure Gateshead is a place where everyone thrives.

For our part **we have developed FIVE pledges** to help and guide us when we make decisions. This is the start of a new era for Gateshead, we've made our pledges for a fairer Gateshead, we want to hear yours.

You can find out how you can get involved at:  
<http://www.gateshead.gov.uk/iplodge/Home.aspx>

## We pledge to:

- **Put people and families at the heart of everything we do**
- **Tackle inequality so people have a fair chance**
- **Support our communities to support themselves and each other**
- **Invest in our economy to provide sustainable opportunities for employment, innovation and growth across the borough**
- **Work together and fight for a better future for Gateshead**

## Demand for services

Demand for all services is high including services that help to keep the place looking clean, tidy and attractive. Demand for some council services has greatly increased. The number of children with protection plans and the numbers of looked after children are increasing month on month. As our population ages we are seeing an increase in the number of older people needing support to live independently at home, particularly when discharged from hospital.

With reduced resources and increased demand for services the Council will not be able to make ends meet. The Council is proud of how much it does and cares for its residents however this has created expectations in communities that can no longer be met by the existing approach.

In the current context it would not be sustainable for the Council to operate or maintain all services in the same way as they are currently provided.

The Council has taken the opportunity to take a step back and reflect on the core purpose of the Council and very importantly what matters most to the people of Gateshead. Work so far includes a high level analysis of the Borough's profile to ascertain future demand pressures, a refresh of the Medium Term Financial Strategy.

The MPS for Gateshead sets out the new approach Gateshead Council wants to take with providers and the role providers can play to..... **Make Gateshead a place where everyone thrives.**



# Models of social care

Gateshead Council aims to support people and families to be as independent as possible, to achieve this we use a model of social care that has a focus on early intervention and prevention, preventing and reducing needs and promoting independence and social inclusion.

The model (below) is based on three escalating levels, with each actively seeking to improve independence and reduce the level of and support people need.

These sections span supply and potential market opportunities across the three levels of need across Gateshead. We will retain a focus on market sustainability, working with organisations that meet targeted and specialist needs, alongside developing universal services to people at the earliest possible time in a way that improves health and wellbeing outcomes now and in the future.

Our specific focus is the market providing the **right support, at the right time in the right place.**

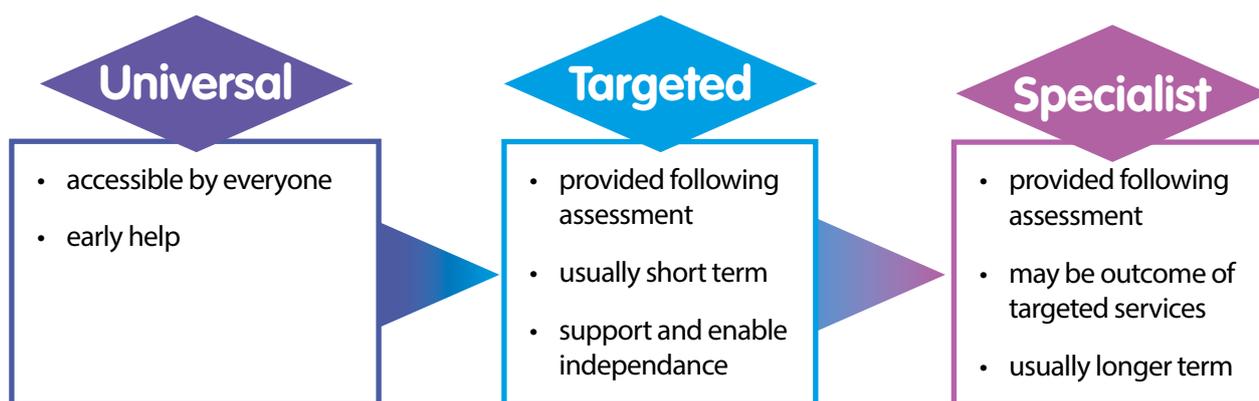
## Co-production

Co-production is about developing equal partnerships between people who use services, carers and professionals. The National Co-production Advisory Group definition of co-production is:

*“Co-production is a relationship where professionals and citizens share power to plan and deliver support together, recognising that both have vital contributions to make in order to improve quality of life for people and communities.”*

It is our intention to support better engagement and to establish “co-production” as standard practice in social care as a key means of delivering personalised services. The approach should aim to provide improved partnership working with people who use services and carers. The practice to co-produce with people who use services will ensure services are shaped to meet the services and support that people want to meet their needs and demands.

In future, partner organisations will be encouraged to consider how they might build co-production into their business models.



# Population profiles

## The market in Gateshead



**Skills for Care in 2017/2018 estimates adult social care is a growing sector that, in 2017/2018, had around 750 organisations with 2,050 care providing locations and a workforce of around 89,000 jobs in the North East region. The number of full-time equivalent jobs was estimated at 62,000 and the number of people working in adult social care was estimated at 84,000.**

In 2017/2018 Skills for Care estimated that in Gateshead there were an estimated **6,100 jobs in adult social care** split between local authorities (13%), independent sector providers (79%) and jobs for direct payment recipients (8%).

Gateshead has an **estimated population of 33,982 people over the age of 65**. This number is predicted to increase to 41,811 (23% increase) people by 2041.

**As of September 2018 Gateshead contained 91 CQC regulated services; of these, 66 were residential and 25 were non-residential services**

## Workforce development and staffing overview in Gateshead

As of 2017/2018, the NMDS-SC holds information on 6,100 staff working in adult social care in Gateshead. Across the whole sector.

The estimated number of adult social care jobs in the Gateshead area was 6,100 including 450 managerial roles, 275 regulated professionals, 4,600 direct care (including 3,200 care workers), and 750 other-non-care providing roles.

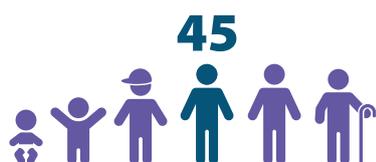
The majority of positions held are full-time (52%), which is similar to that of the region where the majority are employed full-time (53%). Less than a fifth (17%) of the workforce in Gateshead are on zero-hours contracts.



**6,100 people work in adult social care, 52% are full time**

## Recruitment and retention

Skills for Care in 2017/18 estimates that the turnover rate in Gateshead was 21.5%, which was lower than the region average of 27.1% and lower than England at 30.70%.



The majority of the workforce in Gateshead is aged between 50 to 54, with an **average age of 45**.

Those **aged 24 and under made up 10%** of the workforce and those **aged over 55 represented 26%**.

Given this age profile approximately **1,600 people will be reaching retirement age in the next 10 years.**

## Trends - 5 key headline facts for demographics



Gateshead is home to around **202,400 people**, living in **90,688 households**.

Gateshead has an estimated population of 33,982 people over the age of 65. This number is predicted to increase to 41,811 people by 2041.

Population projections from the Office for National Statistics (ONS) predict that this ageing population trend will continue into the future, becoming more pronounced as life expectancy continues to increase. Currently in Gateshead:



**77.5 years – life expectancy for males in Gateshead** (Eng. Av 79.6)



**81.4 years – life expectancy for females in Gateshead** (Eng. Av 83.1)

### Projected **DECREASE**:

**2%** - of **16-64 year olds** by 2041

### Projected **INCREASE**:

**31%** - of **65+ year olds** by 2041

**89%** - of **85+ year olds** by 2041

**Estimated in 2017 - 65+ with dementia 2,632, in 2035, 4,064**

## Older People



Falls are very costly to health and social services. It is predicted that there will be a **37% increase to 14,065** in the number of **people aged 65+ affected by falls** between 2017 and 2035.

It is also predicted that there will be a **42% increase to 1,149** in the **number of people aged 65+ admitted to hospital** as a result of falls between 2017 and 2035.

## Learning Disabilities

Estimates suggest that there may be almost **3,800 people with a learning disability in Gateshead** and this is expected to grow in the future.



There were **480 adults with learning disabilities in receipt of long term support** from social care services at the end of March 2018, of which **400 were aged 18 to 64** and **80 were aged 65 and over**.

There were approximately **3800 adults** with a learning disability in Gateshead; approximately **809 are 65 or older**. **In 2035 it is estimated this will be 1072**.

Further estimates of the number of people with learning disabilities in Gateshead suggests that there **may be as many as 3,800 in 2017** and that this may **rise to 3,992 by 2035**.

## Carers

**Census 2011** tells us that out of the population of Gateshead (202,400)

**22,220 people** recorded themselves to be **providing unpaid care**, an increase by almost 1,000 carers since Census 2001.



**Male**  
(42%)



**Female**  
(58%)

Of these, about **1,680 are Young Carers** (aged under 25). The number of people aged 65 or over, living in Gateshead, will be increasing in future.

The **majority of carers** who live in Gateshead are between the age groups of **25-64 years**. More carers are **female (58%)** than **male (42%)**.

**In Gateshead a high percentage of carers live in the most deprived areas of Gateshead** the country (IMD 2015 deprivation quintiles one and two).

## Physical Disability and Sensory Impairment (PDSI)

The Projecting Adult Needs and Service Information (PANSI) model uses older Health Survey for England data from 2001 but projects forward the number of people aged **18-64** who could have either a moderate or serious physical disability. The model suggests that **there may be almost 9,745 people with a moderate disability** and a further **2,892 with a serious disability**. By 2035 the model predicts that the number will reduce to around 9,214 and 2,716 respectively.

There are **1,170 people registered blind** or partially sighted in Gateshead. 73% are 65 years of age or older. **610 of these people have an additional disability** (84% of these relate to a physical disability of being hard of hearing).

There are an estimated **6,440 people living with sight loss** in Gateshead. Of this total, **4,140 are living with mild sight loss**, **1,440 are living with moderate sight loss (partial sight)** and 850 are living with severe sight loss sight (blindness). This means that 3.2% of the total population of Gateshead could be living with sight loss, compared to 3.1% of the total population of England. **By 2030, it is projected there will be 8,220 people in Gateshead living with sight loss, an increase of 27.6%.**



**In January 2018**, Gateshead's school census identified **132 children and young people (aged 5-15) with physical disabilities**.



**By 2030**, the number of **people living with severe sight loss is projected to be 1,130**, an **increase of 32.9%**.

## Dementia



More than **2,500** people over the age of 65 are estimated to have dementia in Gateshead and this is expected to increase in the future as the population ages.



Prevalence of diagnosed dementia is gradually increasing both nationally and locally.

**In Gateshead** the prevalence has **increased from 0.70%** in 2011/12 **to 0.91%** in 2016/17.

**By 2035 this is projected to rise to 4,064.**

## Autism



In Gateshead, an estimated **1,227 adults aged between 18 and 64 are believed to have an autistic spectrum disorder**, as well as a further 361 aged 65 and over.

Whilst the number aged between 18 and 64 with autism is expected to remain stable in future years, **the number over 65 is expected to increase by over 127 or 35% by 2035.**

In **January 2018**, Gateshead's school census **identified 438 children and young people** living in Gateshead (aged 5 to 18) with autism.

Analysis of school census data in 2016 showed that there is a much greater prevalence of autistic spectrum disorders for children in more deprived areas of Gateshead (IMD 2015). **50%** of children with an autistic spectrum disorder **live in** one of the 30% **most deprived areas** in the country (top 3 deciles). Only 16% live in the least 30% deprived areas.

# Children in Gateshead



**1 in 5 children in Gateshead live in poverty. Children who live in poverty are significantly more likely to experience poor mental as well as physical health.**

Entering care is strongly associated with poverty and deprivation, and with emotional and mental health problems. Research suggests that around **45-60% of looked after young people have emotional and mental health problems**, increasing to **72% for those in residential care**.

At the end of reception, **69.9% of Gateshead pupils achieve a Good Level of Development at Foundation Stage**. This is similar to the North East and just below the England averages. Nationally there is a gap of around 10% achieving a good level of development between the richest and poorest areas (based on IMD 2015 deprivation).

In recent years, on average around **180 young people aged 10 - 24 have had an emergency hospital admission for self-harm** each year. Compared to England, Gateshead's emergency admissions are significantly higher and have been consistently so over recent years.

The number of children subject to a Child Protection Plan (CPP) has reduced slightly. As of the 31 March 2019, there are **258 children the subject of a CPP**. However as a rate per 10,000, compared with the national average Gateshead remains significantly higher. For these children, neglect is the single most significant reason for the plan (defined as a persistent failure to meet a child's basic physical and/or psychological needs, likely to result in the serious impairment of the child's health or development). The number of Looked After Children cared for by the local authority has increased over the past 12 months. As of 31 March 2019 there are **379 looked after children** compared with 392 at the same time last year. As a rate per 10,000, compared with the national average Gateshead remains significantly higher.

Evidence shows that children entering care:

- do less well educationally
- are over represented in the criminal justice system
- have poorer health outcomes including an increased risk of suffering from mental health difficulties
- have an increased likelihood of becoming homeless and experience economic and relationships difficulties in their own families

# Commissioning Intentions

## Development Area – Older People

### Brief introduction/current service provision

Gateshead Council commissions and provides a range of services to support older people including preventative services, nursing and residential care homes, respite care, community services (home care for example), reablement to prevent hospital admission or enable continued independence, intermediate care (after a spell in hospital), supported and other accommodation (including extra care). Further details of the types of services is given below.

### Demand

The demand on Older Person's services has been increasing year on year due to the increase in life expectancy and the number of people diagnosed with dementia. The Council's approach is to increase resources in enablement and preventative services to reduce future demand on long term statutory services in the next 3 years. It is expected the number of older people who are eligible for long term services will decrease with an increase in the number accessing low level support.

### Models of service delivery

A range of services are currently delivered for Older People via:

- Council provided services
- Direct Payments for individual service users
- Services commissioned from the independent and voluntary sectors

The range of services includes:

- **Promoting Independence Centres** – 24 hour support for both intermediate care and short term assessment, including one dementia specific service

- **Enablement Services** – Short term support provided in service user's homes to prevent and reduce the need for long term care, usually delivered for a 6 week period and includes a rapid response service to prevent unnecessary admissions into hospital
- **Telecare** – The Council's Care Call service provides emergency telecare alarm and response service across Gateshead for over 4,000 vulnerable people
- **Sheltered Accommodation** – Long term housing support services provided across both the Council and independent housing association. Services meet housing needs and prevent and delay the need for longer term care and support services
- **Home Care** - Long term support provided in service users homes. Currently 80% of services are provided by the independent sector across 3 zones with a block provider and a range of spot contracts. Currently, the other 20% is delivered by the Council's home care service
- **Extra Care** – Six extra schemes across Gateshead delivered by the independent sector
- **Residential and Nursing Care** – Both long term and respite provision is provided across 29 independent care homes across the borough. Provision covers general and dementia residential care and also general and dementia nursing.
- **Day Services** – Services are mainly delivered by the voluntary sector with one service offering dementia specific support and four for people with low to moderate needs. A range of other day services are accessed by service users via a Direct Payment

## Commissioning intentions

The Commissioning Intentions for older peoples services are:

- To reduce the number of long term residential/ nursing care placements
- To reduce the number of long term home care packages
- To review the intermediate care need and future requirements
- To develop a new Residential / Nursing Care contract for 2019 including a new approach to fee settings
- To increase our Shared Lives provision for older people as an alternative to building based respite provision

## Market opportunities

The market opportunities over this period are:

- Development of new extra care services in the borough which will include those with dementia needs over the next 5 years;
- A new integrated home care model will be developed with a tender being carried out in late 2019/20..

# Development Area – Dementia

## Brief introduction/current service provision

In 2012, the Government published the Prime Minister's challenge on dementia 'Delivering major improvements in dementia care and research by 2015' which stated that currently 670,000 people in England are living with dementia. An estimated twenty one million people in our country know a close friend or family member with dementia – that's 42% of the population. One in three people aged over 65 will have dementia by the time they die and as life expectancy increases, more and more people will be affected. The numbers of people with dementia will double in the next 30 years.

## Demand

More than 2,500 people over the age of 65 are estimated to have dementia in Gateshead and this is expected to increase in the future as the population ages. GP diagnosis of dementia in Gateshead is high when compared with the rest of England, reflecting work on identification of cases. Work is underway to increase the early identification and support available giving everyone the chance to live well with dementia.

- The number of people 65 years of age or older currently with dementia is estimated to be 2,532. By 2035 this is projected to rise to 4,064.
- Diagnosis of dementia has been high in Gateshead: the ratio of recorded to expected prevalence (in 2010/11) was significantly higher in Gateshead than England (0.51 compared with 0.42).
- Prevalence of diagnosed dementia is gradually increasing both nationally and locally. In the Newcastle Gateshead CCG area the prevalence has increased from 0.66% in 2013/14 to 0.77% in 2014/15.

- After adjusting for age, the rate of hospital admissions for Alzheimer's and other related dementia from 2009/10 to 2011/12 was significantly higher in Gateshead than in England overall (122 compared to 80 per 100,000 population).
- As of July 2016 the total number diagnosed, according to GP dementia registers for Gateshead is 1934.

The Gateshead figures and projections for dementia clearly show dementia rates are rising, resulting in the need for increased awareness leading to diagnosis. Pressure will therefore increase on existing services available for people with dementia. We want people with dementia to live well. This means listening to what people in Gateshead want out of their dementia services and communities as a whole. We have listened to what people with dementia and carers/ family members want in Gateshead communities and tailored our programme of work to ensure that these areas are improved.

## Models of service delivery

The projected increase in people with dementia means more accommodation is needed to meet the needs of this group. Any building designed for older people should be dementia friendly as it offers a greater flexibility should there be future changes in the profile and needs of the people who live there.

## Commissioning intentions

Our commissioning intentions going forward are focussed on:

- Develop services that connect people with dementia into their community

# Development Area – Learning Disabilities

## Brief introduction/current service provision

Gateshead Council is committed to giving people with learning disabilities choice and control about where they live, who they live with and the support they receive. People with learning disabilities want to lead lives that are fully integrated with the communities they live in. This market position sets out Gateshead Council's commitment to helping people to get involved in their care, set the outcomes they wish to achieve and realise their full potential as citizens.

## Demand

There are approximately 3,800 adults with a learning disability in Gateshead; approximately 800 are 65 or older. The JSNA reports that 569 individuals with a learning disability were known to social care; 490 people with a learning disability were in receipt of social care services. By 2035 there is expected to be a small rise in the number of people with a learning disability in Gateshead, most predominantly in over 65s. Reasons for this increase include:

- Improved healthcare which has resulted in increased life expectancy
- An increased number of people with complex disabilities surviving into adulthood who will need lifelong care and support
- An increase in people with complex needs and dual diagnosis

There is also evidence to suggest that the number of elderly people caring for someone with a learning disability is also increasing.

## Models of service delivery

Gateshead is part of North East and Cumbria Transforming Care Fast Track which is committed to aims which include:

- Choice and control at the heart of all service planning and provision
- People are identified and supported early to improve their quality of life and outcomes
- People receive well-co-ordinated care and are living in the most appropriate setting
- There is a highly skilled, confident and value driven workforce who support people with a learning disability

## Commissioning intentions

Gateshead Council is fully committed to commissioning for better outcomes and is committed to preventing and delaying need; we want people to fully connect with their communities, as well as being able to use a range of services to reduce the need for more formal support. The Council and its partners have an important role in turning this vision into reality.

To do this we want to work in collaboration and co-production with all key partners including health, voluntary sector, people who are supported by services, carers and communities. Our ambition is to have a sustainable and diverse market for people with a learning disability which promotes independence, choice and control, and inclusion in their communities. The Council would like a seamless service for customers across all ages.

## Market opportunities

- The Learning Disability Dynamic Purchasing framework "Support at Home and in the Community" allows Providers to join the new Learning Disability framework at any time. Gateshead Council would welcome discussions and encourage new Providers to come on to the new framework.
- Development of an accommodation pathway for those people who can be supported in the community and continue discussions with partners to facilitate the development of a choice of accommodation for people with a learning disability which adheres to the principles of Transforming Care.

# Development Area – Autism

## Brief introduction/current service provision

Our vision is for people with autism to live fulfilling and rewarding lives within a society that accepts and understands them. For people to get a diagnosis and access support if they need it, and depend on mainstream public services to treat them fairly as individuals, helping them to make the most of their talents.

## Demand

1.0% of the adult population in England was found to have an autistic spectrum disorder, according to a survey from 2007. However, autism was found to be more prevalent in men at 1.8% compared to women at 0.2%. Prevalence rates have been applied to more recent population projections to estimate the current and future prevalence of autism. In Gateshead, an estimated 1,227 adults aged between 18 and 64 are believed to have an autistic spectrum disorder, as well as a further 361 aged 65 and over. Whilst the number aged between 18 and 64 with autism is expected to remain stable in future years, the number over 65 is expected to increase by over 127 or 35% by 2035. This is perhaps linked to the ageing population, with more people living longer. In January 2018, Gateshead's school census identified 438 children and young people living in Gateshead (aged up to 18) with autism.

## Models of service delivery

There are opportunities for organisations to provide support for people with personal budgets and for individuals funding their own care needs, both in

autism and/or learning disability services and in other areas of adult social care. Opportunities to provide services for people with autism that may be of developmental interest to providers of services for people with autism. These opportunities could include working in partnership with an organisation already providing a service to expand their current remit. Whilst we are keen to see innovative services developed for adults with autism within Gateshead, it is essential that they are:

- Flexible, local and affordable
- Encourage peer support and friendship to decrease social isolation
- Encourage independence and education/employment
- Be fully autism aware to enable ease of access and for all services is to ensure that staff at all levels are trained and fully autism

## Commissioning intentions

Gateshead Council would like to work with providers and explore opportunities to develop:

- An action plan is in development which will provide the opportunity for providers to help shape support options for people with autism
- Providing support and opportunities for people with autism to engage in employment, education, volunteering and training opportunities in Gateshead

# Development Area – Supported Housing

## Brief introduction/current service provision

Eighteen property-based and floating support services are provided by 12 organisations working in Gateshead. There are a total of 160 bed spaces and 130 floating support placements for service users who are homeless or threatened with homelessness. Some of the services are gender, age or need specific including provision for people with mental health concerns, survivors of domestic abuse and young people, including under 18's. Most of the service users are homeless or threatened with homelessness and have been referred to a service via the Housing Portal. There is no commissioned direct access service and most of the providers manage a waiting list.

## Demand

There were a total of 585 individual admissions across the sector for the whole of 2015 however there were also a total of 335 discharges for the same period. There are some people who move between the various services and also a number of people who move into independent living. Demand analysis shows that in 2015, 14 of the 18 services recorded occupancy levels at over 80% and 7 of the services were 100% full throughout the year.

During the period December 2016 to August 2017 a total of 57 single females and 56 single males (over 18) applied as homeless, during the same period 821 single females and 727 single males (over 18) formally approached the Housing Options/Homeless Team for housing advice; the figures for 16 and 17 year olds for the same period were: 18 single homeless, 12 female and 6 male.

## Models of service delivery

Supported housing services were funded by the Supporting People Programme, which commenced in 2003. The programme ended in 2010/11 and since 2011 Local Authorities have received a "formula grant" for the provision of these services. There is no specific budget allocation for supported housing but since 2012 funding has been allocated to a variety of organisations to provide these services in Gateshead. Supported housing services are delivered in a variety of forms including: multiple occupation housing support, specialist multiple-occupation housing support, support provided in one or two linked houses, floating support for complex needs, general needs floating support and faith based family support services. Most of these services provide support for up to 2 years in line with the provisions of the Supporting People Programme however for people with more complex needs support can continue beyond 24 months.

Gateshead Housing Company's, Housing Options Team provides free, confidential and impartial advice for people in housing need, in a potentially homeless situation or simply wishing to apply for different types of housing.

## Commissioning intentions

Supported housing services for homeless young people aged 16 to 25, including care leavers, were commissioned through an open procurement process in February 2018. The new needs-led services, which include psychological interventions, commenced from July 2018. Supported housing services for people over the age of 26 will be re-commissioned during 2018/19 and will also include elements of clinical intervention for people with high or complex needs.

## Market opportunities

Gateshead Council will be going to the market with a new model for adults in Supported Housing in 2019.

# Development Area – Carers

## Brief introduction/current service provision

Carers have been recognised for the role they play in caring from as early as the first piece of legislation, Carers (Recognition and Services) Act 1995 through to the Care Act 2014 which supersedes all other Acts for carers and enables Carers to be recognised by law in the same way as the cared for person. Carers can be defined as:

*“Carers provide unpaid care to a friend or family member who due to illness, disability, a mental health problem or an addiction would not be able to cope without their support”*

In 2015/16 Gateshead Council and Newcastle Gateshead CCG spent £1.749 million on Carers Services.

## Demand

Census 2011 tells us that out of the population of Gateshead (200,200) 22,220 people recorded themselves to be providing unpaid care, an increase by almost 1,000 carers since Census 2001. Of these, about 1,670 are Young Carers (aged under 25). The number of people aged 65 or over, living in Gateshead, will be increasing in future. The majority of Carers who live in Gateshead are between the age groups of 25-64 years. More carers are female (58%) than male (42%). In Gateshead a high percentage of Carers live in the most deprived areas of Gateshead.

## Models of service delivery

In April 2016, Gateshead Council in partnership with Newcastle Gateshead Clinical Commissioning Group and Public Health commenced an all age review of Carers Services. The purpose of the review enabled us to engage with all Carers to:

- Understand the needs of carers in Gateshead and determine the best model for delivering carers services which meets local need and demand and is aligned to strategic priorities across both Health and Social Care.
- Develop integrated commissioning intentions that determine how we will commission and monitor services to deliver outcomes for Carers.

- Establish a streamlined pathway for Carers accessing services and improve processes across organisations to enable identification and early assessment of Carer’s needs in order to prevent, reduce and delay the onset of crisis situations and improve the quality of life for Carers.
- Prevent duplication of funding and resources across the local Health and Social Care economy.

## Commissioning intentions

A co-production approach was deployed with one of the key aims of the review being to engage with all carers, providers and stakeholders to understand the needs of carers in Gateshead and determine the best model for delivering carers services in the future.

The key themes from the consultation were consolidated and four service aims were developed which to ensure that by working together the carers of today and the future, can get the right help, in the right place at the right time of need.

The new model aims to:

- Keep carers informed
- Support carers to look after their health and wellbeing
- Offer a break from caring
- Raise awareness of the role of carers

A procurement exercise was carried out by Gateshead Council and Newcastle Gateshead CCG to commission a new all age carers contract; Supporting Carers Together in Gateshead.

With effect from 1 May 2019:

- **Carers Trust Tyne and Wear** will be responsible for delivering services and support to Young Carers aged up to 18 years. They will also offer carers some time away from their caring role by providing personal and emotional support to any adults aged 18 years and over who they care for.
- **Gateshead Carers Association** will be responsible for delivering services and support to Adult Carers aged 18 years and over.

## Development Area – Advocacy

### Brief introduction/current service provision

Advocacy can be defined as taking action to help people say what they want, secure their rights, represent their interests and obtain the services they need. Advocates and advocacy services work in partnership with the people they support. Advocacy is seen as promoting social inclusion, equality and social justice. The Council has a range of legal responsibilities in respect of the provision of access to independent advocacy.

At present Gateshead Council currently commissions the following:

**IMCA** (Independent Mental Capacity Advocacy service)

**IMHA** (Independent Mental Health Advocacy service)

**ICAS** (Independent Complaints Advocacy service)

**RPR** (Relevant Person Representative)

**ICAA** (Care Act Advocacy service)

### Demand

Since the new service commenced in April 2017, analysis of the first 3 quarters of operation reveal that there have been 62 accepted Care Act referrals (30 female, 32 male), 113 accepted IMCA referrals (47 female, 65 male, 1 unknown), 244 accepted IMHA referrals (139 female, 102 male, 3 unknown) & 501 accepted RPR referrals (281 female, 216 male, 4 unknown). The numbers of referrals across all 4 areas of advocacy are increasing every quarter.

### Commissioning intentions

Statutory advocacy services were re-commissioned in 2016/17, with a new provider awarded the contract with effect from April 2017. The contract term is for 2 years with an option to extend for a further 2 years. There are no plans to end the contract term in 2019.

### Market opportunities

- A review of Information & Advice and Non Statutory Advocacy Services in Gateshead with a view to going to the market in 2019.

# Development Area – Children’s Services

## Brief introduction/current service provision

Commissioning of children’s services in Gateshead is focussed on delivering excellent outcomes for children and families, achieving the best value for money and building local capacity. We do this by engaging children and families in a process of collaborative commissioning, embedding a programme of continuous improvement in our commissioned activity and ensuring all services are delivered by appropriately skilled providers.

## Demand

Our key indicators of future demand are:

- Increasing pressure on statutory social care services, including the high number of children subject to child protection plans, looked after children and care-leavers
- The prevalence and impact of domestic abuse, substance misuse and mental ill-health in families
- Child poverty and the impact on family breakdown
- The impact of risky behaviour, including sexual exploitation, substance misuse and offending amongst young people
- The provision of support for children with special educational needs and disabilities including those transitioning to adult social care services

## Models of service delivery

Children’s services are delivered through a mixed economy of in-house and independently commissioned provision. We focus on evidence-based solutions which offer choice and flexibility, including frameworks and collaborative commissioning across geographical and organisational boundaries. This includes:

- NE7 Independent Fostering Agency (IFA) framework
- NE10 independent advocacy service

- NE12 is a Flexible Procurement Agreement for delivery of placements for children and young people as outlined below:
  - Department for Education registered, independent special schools and colleges; day placements, weekly boarder placements and 52-week residential placements. All placements in these settings are for children and young people Pre-16 years
  - Department for Education registered, independent special schools and colleges; day placements, weekly boarder placements and 52-week residential placements. All placements in these settings for children and young people Post-16 years
  - Residential Children’s Homes for Children and Young People aged 0 -18 years
  - Ofsted Registered Residential Short Break services for Children and Young People aged 0-18 years
  - Short breaks framework for community outreach and home care services for disabled children

## Commissioning intentions

Our commissioning intentions going forward are focussed on:

- An integrated commissioning approach for children and families across social care and health
- Shifting resources upstream towards prevention and early help to reduce the demand on specialist services
- Tackling the root causes of disadvantage and developing more responsive and personalised services
- Increasing focus on outcomes, rather than inputs and outputs

## Market opportunities

- NE12 Phase 2 – The Flexible Procurement Agreement commenced on 01 February 2018 for a period of 36 months with a further 3 x 12 month options to extend. The Flexible Procurement Agreement will remain constantly open during the first year to allow Providers to join the solution and have a minimum of two openings per year after that
- Enhanced short breaks offer for families with disabled children and expansion of personal budgets
- Explore options around support and accommodation through a framework approach
- Explore opportunities for Alternative Education
- Explore opportunities for joint commissioning of SEND placements

# Development Area – Public Health

## Brief introduction/current service provision

Following the introduction of the Health and Social Care Act 2012, local councils across the UK have been responsible for improving the health of their people and their communities since April 2013. In Gateshead, it is the Public Health Teams responsibility to commission and deliver a wide range of services on behalf of Gateshead Council that cover many areas, from sexual health, alcohol and drug misuse through to NHS Health Checks, mental health and wellbeing, and public awareness campaigns for diseases such as cancer, heart disease and stroke.

## Demand

More people in Gateshead continue to live longer and healthier lives than ever before. However, the gaps in many outcomes remain, between the health of people in Gateshead and that of the average national population. The statistics below reflect some of the challenges we still face in Gateshead:

- Men and women living in Gateshead have a shorter life expectancy and healthy life expectancy than the national average. Currently, for men in Gateshead, this is 77.4 years, against 79.4 years nationally. For women in Gateshead, the current average life expectancy stands at 81.2 years, whereas nationally, it stands at 83.1 years
- Levels of deprivation are closely related to increased levels of need and poorer health outcomes. The Index of Multiple Deprivation (IMD) is a useful way of summarising deprivation as it denotes a general lack of resources and opportunities
- As measured by the IMD, Gateshead has levels of deprivation which are higher than the England average, nearly 31,000 (16%) of people in Gateshead live in areas which are within the 10% most deprived in England and nearly 73,000 (38%) live in 20% most deprived areas
- In Gateshead, almost 2 in 3 adults have excess weight and around 1 in 4 are obese. This is similar to the national average. Local survey data however, shows wide variations in adult obesity

across Gateshead with the highest levels of obesity being in the most deprived areas

For example, in the most deprived areas of Gateshead (within the most 20% most deprived areas of England-IMD) the proportion of obese adults is almost double that of the least deprived areas

- Approximately 29,000 people in Gateshead smoke
- Gateshead has around 80,000 people drinking at increasing and higher risk levels
- Just under half of the people in Gateshead don't take regular exercise
- 80% of the people in Gateshead don't eat a healthy diet
- In Gateshead, around 8,100 (22.1%) of children live in poverty, which is lower than the North East average (23.6%) but higher than the national average of (19.2%)

## Models of service delivery

The role of the Public Health Team is also to promote healthy living, to tackle health inequalities, and to put plans in place so that everyone has the knowledge they need to help themselves stay healthy, can access a range of screening and vaccination programmes, and can be quickly and efficiently referred to the right services whenever they need more help and support. Services currently commissioned include:

- **NHS Health Checks** - The NHS Health Check programme aims to help to prevent heart disease, stroke, diabetes and kidney disease. All people between the ages of 40 and 74 years who have not already been diagnosed with one of these conditions are invited (once every five years) to have an NHS health check
- **Integrated Sexual Health Service** - The integrated sexual health service provides comprehensive, open access to sexual health services including; free testing for sexually transmitted infections (STI) and treatment, notification of sexual partners of infected persons and free provision of contraception

## Models of service delivery

- **Drug and Alcohol Services** - Drug and alcohol services offer prevention support, treatment and recovery across the life course. This includes preventative intervention, specialist intervention and recovery, recovery rehabilitation and recovery support
- **Stop Smoking Services** - Contracts for Stop Smoking services (including contracts for the provision of Nicotine Replacement Therapy) are made available through: NEPO Portal for Primary Care; PharmOutcomes for community pharmacies and direct contact with Public Health Programme Leads
- **Children's 0-19 service** - This was reviewed during 2016-17 with a reprocurement taking place and a new provider commencing in July 2018. Services will focus on the early intervention and prevention agenda to ensure the best start in life for the children of Gateshead

# Development Area – Mental Health

## Brief introduction/current service provision

Mental health commissioning is radically developing as we are informed by the growing body of evidence on the influence of wider psychosocial factors on mental health and wellbeing. Good mental health and wellbeing is fundamental to our physical health, our relationships, our education, our training, our work and to achieving our potential. A comprehensive strategic approach to improving mental health now includes direct service provision for people currently experiencing and recovering from mental health problems alongside prevention and early intervention for those at high risk, and mental health promotion for the wider community. We are moving towards a more integrated approach to working with our NHS colleagues and partners and looking at resources across the whole system. We need to ensure we achieve a strategic shift from reactive intervention at the point of crisis to a preventative model centred on improved well-being. Our aim is for a health and social care approach that maximises quality and cost effectiveness in all service provision whilst supporting individuals along their life journey.

## Demand

As of January 2018 Gateshead had 140 service users accessing 50 different providers of under 65 mental health services and 713 service users over the age of 65 accessing 85 providers.

The original Deciding Together decision, made in July 2016, focussed primarily upon the reconfiguration of the inpatient mental health beds in Gateshead and Newcastle. To realise that ambition, a fundamental **redesign of community mental health services** was needed – across all agencies.

To ensure the redesign was comprehensive, the **scope** of the original Deciding Together work was extended to include:

- Older People's Mental Health services in Gateshead
- Third Sector Mental Health services, and the wider Community and Voluntary Sector

- Social Care and other Local Authority services
- Interface with GP services
- Interface with employment and housing

Following extensive desk top data analysis and preliminary stakeholder engagement during 2017, **four week-long 'design workshops'** were held and attended by more than 70 participants including Service Users and Carers. The workshops generated a comprehensive description of the Community Mental Health services to be created in Gateshead and Newcastle, under the following four banner headlines:

- Getting help when you need it
- Understanding need and planning support
- Delivering support
- Staying well

The **comprehensive service description** now needs to be enacted.

There are different categories of service changes required – with some being fairly easy to achieve through policy and process redesign, some requiring a new approach across and between agencies delivering care, and some requiring longer term consideration and investment.

In order to move from **'design to reality'**, a steering group has been established to oversee the developments. Critically, the responsibility for enacting the developments will be shared by all partners – both commissioners and providers, across the statutory and non-statutory sectors. Updates are regularly posted on the NewcastleGateshead CCG website: <http://www.newcastlegatesheadccg.nhs.uk/get-involved/delivering-together/>

## Models of service delivery

Mental health is a population issue which requires multiagency working and co-ordination. Greater importance needs to be placed on public mental health across the life course focusing on promoting positive mental health, recognising and treating problems early and preventing mental illness in those most at risk. Research shows that a small improvement in population wide levels of wellbeing

will reduce the prevalence of mental illness as well as bring the benefits associated with positive mental wellbeing. Mental Health services are currently delivered through a mixed economy of in-house and independently commissioned provision. To aid this ambition we provide and commission a range of recovery and support services:

- Rehabilitation
- Crisis support
- Outreach support to those who live in the community
- Specialist care homes
- Specialist home care
- Advocacy
- Support to carers
- Funding to the Voluntary and Community sector for wellbeing support and activities
- Personal budgets

## Commissioning intentions

Working with Newcastle Gateshead CCG, we are working together to transform mental health services in Gateshead. The aim is to reduce the amount of time people spend in hospital and create better, more integrated care outside of hospital in the community, and help people to recover sooner – bringing them onto an equal footing

with physical health care. Changes will mean the creation of new in-patient facilities at Newcastle's St Nicholas' Hospital, and the opportunity to innovate a wider range of improved and new community services. Some services will be specifically provided by community and voluntary sector organisations under future new contracts linking with statutory NHS services.

New services that could be developed include different sorts of community based services shown below. Health & Social Care to work alongside our Community and Voluntary Sector (CVS) colleagues to achieve and deliver these changes. Gateshead Council would like to work with providers and explore opportunities to develop. Our commissioning intentions going forward are focussed on:

- An integrated commissioning approach for mental health across social care and health
- Shifting resources upstream targeting prevention, early help and recovery based services focused on promoting emotional wellbeing to reduce the demand on specialist services
- Looking for opportunities to develop this area and support innovative ideas; increasing use of personal budgets so that people with mental health conditions can exercise choice and control over their recovery

# Development Area – Physical Disabilities and Sensory Impairment (PDSI)

## Brief introduction/current service provision

There is no single definition of the word “disability” and the strategy adopts the definition from the Disability Discrimination Act 1995:

‘A physical or mental impairment that has a substantial and long-term impact on the ability of a person to carry out normal day to day activities’

For the purpose of this MPS, disabled people refers to those who have one or more physical impairment, sensory impairment or long-term condition which may be congenital or acquired at any age; and as acknowledged by the Disability Discrimination Act, may be temporary or longer-term, stable or fluctuating for example:

- Physically disabled, for example those who have impairment of the muscular-skeletal system
- Visually impaired - those with impaired vision including the blind
- Hearing impaired includes people who are hard of hearing, and may use hearing aids; people who are deaf and people who self-define as belonging to the deaf community
- Deafblind - those with a degree of vision and hearing loss significantly affecting daily living, communication and mobility
- People with acquired brain injuries - these may be acquired through exacerbations of existing conditions, through acute episodes such as strokes or through trauma to the head during a car accident, assault

Although this MPS focuses on younger/working age adults aged 18-64 with a disability, disability is not defined by age, and our approach is flexible and includes services - for example equipment, stroke care and sensory impairment - which serve many people aged 65 and over. It recognises the increasing prevalence of physical disabilities, sensory needs and long-term conditions in late middle age and older age

## Demand

### Physical Disability 18-64

12,590 people in Gateshead aged 18-64 are predicted to have a moderate or serious physical disability. It is predicted that the number of people aged 18-64 in Gateshead with a moderate or serious physical disability will increase by 1.3% (161) by 2020.

### Sensory Disability

The number of people in Gateshead aged 18-64 predicted to have:

- A moderate or severe hearing impairment is predicted to grow from 4880 (2012) to 5050 (2020)
- A profound hearing impairment is predicted to grow from 43 (2012) to 45 (2020)  
Source: CSED [www.pansi.org.uk](http://www.pansi.org.uk) version 7.0 25  
Crown copyright 2012

The Projecting Adult Needs and Service Information (PANSI) model uses older Health Survey for England data from 2001 but projects forward the number of people aged 18-64 who could have either a moderate or serious physical disability. The model suggests that there may be almost 9,700 people with a moderate disability and a further 2,900 with a serious disability. By 2030 the model predicts that the number will reduce to around 9,500 and 2,800 respectively.

### Eye Health

There are 1,170 people registered blind or partially sighted in Gateshead. 73% are 65 years of age or older. 610 of these people have an additional disability (84% of these relate to a physical disability of being hard of hearing). Because registration is voluntary, this underestimates the true number of people with severe visual impairment. It also excludes a large number of people with sight loss below registrable levels (estimated to be around 2,500 people) and those with a cataract according to the Gateshead Eye Health and Sight Loss Needs Assessment 2013.

To address the underestimate of people with a visual impairment, the Royal National Institute of Blind People (RNIB) publishes estimates of the number of people living with sight loss. These estimates apply national research findings to local population projections. There are an estimated 6,430 people living with sight loss in Gateshead. Of this total, 4,140 are living with mild sight loss, 1,440 are living with moderate sight loss (partial sight) and 850 are living with severe sight loss (blindness). This means that 3.2% of the total population of Gateshead could be living with sight loss, compared to 3.1% of the total population of England. By 2030, it is projected there will be 8,220 people in Gateshead living with sight loss, an increase of 27.6%. By 2030, the number of people living with severe sight loss is projected to be 1,130, an increase of 32.9%.

## Deaf or Hard of Hearing

In a 2011/12 GP patient survey, just 0.2% of those who took part in Gateshead said they were Deaf and needed to use Sign language. Applying this rate to the Gateshead population would suggest there are around 43 Deaf people who use Sign language. However, as at 5th July 2016, the register of people who are Deaf or hard of hearing shows the number of people recorded as being Deaf (though not necessarily using Sign language) in Gateshead was 187. A further 1,560 were recorded as being hard of hearing

The majority, 86.6%, of those people registered as hard of hearing were aged 65 or over, just 14% were of working age. Nationally, most hard of hearing people develop a hearing loss with increasing age and it is much more likely to happen around the age of 50 or above. Another factor in hearing loss is exposure to loud noises. From the age of 40 onwards, more men become hard of hearing than women, but this is likely because more men have been exposed to high levels of industrial noise.

In comparison with those who are hard of hearing, those who are Deaf are much more likely to be of working age, with 41% aged 65 or over, but 59% of working age. Nationally, of people aged 80 or over, there are more women who are Deaf or hard of hearing, but this reflects the fact that women tend to live longer than men, not because women are more likely to become Deaf.

## Dual Sensory Loss (Visual and Hearing Impaired)

The upper estimate for people living with some degree of hearing impairment and visual impairment suggests that 1,234 people are living with less severe or severe dual sensory loss in Gateshead. Of these people, it is estimated that 410 of them are living with more severe dual sensory loss.

## Models of service delivery

Currently Gateshead Council commissions a number of services to support people with PDSI ranging from information and advice, equipment, assessments and peer support.

### Market opportunities

There is a need to ensure more suitable, adapted accommodation is available for people with a physical disability and/or sensory impairment. Housing problems include homes which are unsuitable to meet people's needs and require physical adaptations or improvements in their location of choice. Our commissioning intentions going forward are focussed on:

- Work with housing providers to ensure a choice of suitable adapted accommodation is available.

# Assistive Technology

Increased use of Assistive Technology (AT) will be an important element for Gateshead Council plans and the Council would want to work closely with providers to make current solutions available as widely as we can and to discover new possibilities to explore with AT companies. Specifically, we will be working with local providers, voluntary and community organisations, customers and operational colleagues to embed the use of assistive technology solutions to maximise independence and reduce reliance on paid support. We will also work proactively with supported living providers to maximise the use of technology to meet individuals night time support needs; replacing the requirement for waking and sleep in night staff.

Gateshead Council wants to improve and expand the use of AT equipment and services. The aim of this is to improve the lives of people of all ages, helping people to be more independent, have healthier lives and have more choice and control.

We want to help people to stay in their own home, reduce the need for people to be in hospital and provide support to carers.

We want to promote a change in culture and practice to ensure assistive technology is always considered as part of a care package to promote independence and reduce the need for other types of care. We want AT to support: improving hydration; reducing medication errors; reducing falls; supporting those with learning disabilities; supporting those with dementia; and supporting carers for example. Gateshead Council will also want to encourage and support care providers to maximise their use of AT to support staff and customers.



## 24/7

### Help when you need it

In the last decade the digital revolution has changed our world. Gateshead's long term vision for commissioning social care and support sees huge opportunities for using modern technology and embracing the change from analogue to digital platforms, to transform the way our services are provided and to complement the existing support provided via assistive equipment and adaptations.

Advice, information, enabling, re-assurance, independence, access, links to communities – all these areas are part of our future strategy and digital technology can help us deliver excellent services across all these fronts. New AT will play an ever increasing role in supporting healthy and fulfilling lives and providing assurance for families, friends and carers.

Gateshead Council will be developing an Assistive Technology Strategy which will be released in 2019. This will set out in more detail the councils direction of travel as it looks to embed AT in Gateshead.

## Market opportunities

Gateshead Council will be keen to engage with AT manufacturers and suppliers to develop Gateshead's offer.

# Quality Monitoring in Gateshead

The money that the Council spends is funded by the public and therefore must be spent in a way that meets the public needs whilst achieving the best quality and value for money. In order to ensure this is achieved all services must meet a minimum level of quality, performance and outcomes for the service users throughout the whole life of the contract.

Gateshead use a risk based approach to contract monitoring and all providers can expect to receive at least an annual quality visit or review to their service. Other data sources such as performance data, complaints, safeguarding concerns, or concerns raised from providers, the public or professionals are used to determine any additional contract monitoring that is required. This enables the resources to be targeted at those services who need additional monitoring or support to improve the quality.

For the purposes of quality monitoring a Quality Assessment Framework (QAF) is used. Gateshead has developed a set of outcome standards that are used to measure services against. The outcome standards within the QAF are:

- Outcome 1:** People Benefit from Person Centred Care and Support
- Outcome 2:** People are Safeguarded from Abuse
- Outcome 3:** People are supported by Excellent Staff
- Outcome 4:** Organisational and Management Systems ensure Excellent Quality Services
- Outcome 5:** People Benefit from Excellent Security, Health and Safety

There needs to be effective quality monitoring to ensure that services are meeting the needs of the people who are using those services. Monitoring is essential in reducing the exposure to risk and to ensure providers are able to provide the highest quality of service provision to the people of Gateshead.

# Healthwatch

The Council has commissioned Tell Us North to deliver Healthwatch Gateshead.

The objectives of our organisation are:

The influencing of the wider determinants of health and social care by:

- Working with local communities to influence and improve the quality of health, wellbeing and social care services
- Providing community engagement, research, evaluation and assessment services within the fields of health, wellbeing and social care
- Providing training and development of skills for volunteers and the wider community
- Providing information and advice to the general public about local health and social care services

## About Healthwatch Gateshead

Healthwatch Gateshead is one of 152 local Healthwatch organisations established throughout England on 1 April 2013 under the provisions of the Health and Social Care Act 2012. There is a dual role to champion the rights of users of social care and health services and to hold service providers to account for how well it engages with the public. Healthwatch Gateshead have these functions:

- Promoting and supporting the involvement of a diverse range of people in monitoring, commissioning (planning and buying) and providing social care and health services
- Obtaining the views of the wider community about their needs and experiences of local social care and health services and making those views known to those involved in commissioning and delivering services

- Providing information and signposting to the public about accessing social care and health services
- Making reports and recommendations about how social care and health services could or should be improved
- Providing information that supports Healthwatch England in its role to understand the needs, experiences and concerns of people who use services and speak out on their behalf

For all service provisions, quality and safety underpins all our intentions. Gateshead Council is responsible for monitoring the standard of care and support services delivered, whether directly commissioned or not, to ensure services are safe and of a good quality. The Gateshead Council Contract Management team works collaboratively with providers to acknowledge good practice and to ensure that services are safe, deliver high quality outcomes to service users and evidence compliance with regulatory and contract requirements. The team work with a range of individuals and organisations including care practitioners in the community and a variety of teams and organisations within and outside the Council. Healthwatch Gateshead is a key stakeholder/partner in helping the people of Gateshead challenge and have their voice heard with Gateshead Council to ensure services are of high quality and safe.

# Workforce Development in Gateshead

The ethos and commitment to change, as set out in the MPS needs to be reflected in the way in which Gateshead Council's Workforce Development Team engages and supports the wider Social Care Workforce across Gateshead. It is widely recognised that any organisations greatest resource is its workforce. In these times of reduced public spending and the impact this has on the private, voluntary and independent sector, it is important to show our commitment to our employees through robust training and development opportunities which will in turn:

- Reduce staff turnover and increase staff retention rates
- Increase productivity and improve flexibility of the work force
- Increase employee motivation and engagement
- Raise standards and improve quality
- Develop skills and knowledge
- Embed positive values and attitudes
- Improve efficiency
- Promote and maintain good employment practice
- Support the development of a qualified social care workforce

Members of Gateshead's Workforce Development Team presented at the Provider Conference in November 2017, the focus of the workshop was to encourage participants to think about workforce development in its broadest terms and linking it to business activities such as strategic planning, performance management and career development. There were some key areas of development which could support the Social Care sector with workforce development:

- Sharing of training resources and support smaller organisations to access good quality training and development opportunities
- Creation of a one stop portal for advertising training and development across Gateshead
- Hosting large conference style events with key note speakers

- The need for Workforce Development to work closer with Commissioning in order to better support companies who hold contracts with Gateshead in identifying and accessing training and development opportunities

Gateshead Council's Workforce Development Team does two key things, we: **develop people** and **develop organisations**. Workforce Development Advisers are experienced trainers and developers who can offer you and your Service:

## Service and Succession Planning

We can support organisations to undertake a training needs analysis and advise you on what would best meet your needs. Depending on the type of services you provide, we may be able to access funding to help with the cost of training, or provide solutions to inspection action plans.

We want you to maximise the potential within your team and can work with you to ensure you have the right people in place for effective service delivery, now, and in the future.

## Accredited Training

We offer nationally accredited training courses ranging from Food Safety and Allergen Awareness, to First Aid and Health and Safety sessions, as well as a range of distance learning opportunities. We can also advise on how you can develop employees through apprenticeships and utilise the apprenticeship levy.

## Bespoke training

We can offer bespoke training for your Service. Through a training needs analysis we can offer advice and guidance on the learning and development activities which will best meet your service needs. We will identify how we can support you to deliver these activities and provide ongoing updates and evaluation on progress and outcomes. We may be able to help you to access funding to help with the cost of training, depending on the services you offer and availability of funding. We will be happy to discuss this with you.

## Service Improvement

Lean Practitioners can facilitate lean analysis of your Service and streamline processes to generate improvements and efficiencies.

## Management Development

We deliver a variety of courses to support the development of managers and potential future managers. These include non-accredited short courses on specific management subject areas and accredited courses in Leadership and Management, leading to a recognised qualification.

## Psychometric Testing Service

We offer a Psychometric Testing Service for organisations to support decision making as part of the recruitment and selection process, helping to ensure organisations recruit the right people.

## Upskilling

Our experienced trainers build capacity within the organisation by equipping employees with the skills and knowledge needed to effectively deliver services. If the training is specialist, we can advise on how best to commission tailored training in line with the Corporate Procurement Framework.

## Employee Engagement

We have experienced facilitators who can offer practical advice on employee engagement, managing and embedding change initiatives. If you need focus groups, workshops, conferences, team/service development, we can support you to develop and deliver your events in line with your desired outcomes. If your service has a particular issue, we can work with you to identify the root cause of the issue using a range of diagnostic tools to identify the best way forward.

We look forward to working with you in the future

## Contact us

To find out how we can help your Service, contact Business Support, Workforce Development on 0191 433 2216 or email [WorkforceDevelopmentSupport@gateshead.gov.uk](mailto:WorkforceDevelopmentSupport@gateshead.gov.uk)

# Provider Forums

Provider forums are an opportunity to open a dialogue between the Gateshead Council and providers and help ensure the market is responsive to changing service user need, including local care provision. As well as being an opportunity for the Council to share information and provide support to providers, forums are an opportunity for providers to network, raise questions and bring fresh ideas to discussions.

To find out more about Provider Forums in Gateshead please contact the Commissioning Team at **[commissioningteam@gateshead.gov.uk](mailto:commissioningteam@gateshead.gov.uk)**

# Procurement

Procurement is an important driving force in Gateshead 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 take account of the views of providers.

Gateshead tender opportunities are available via **[www.nepoportal.org](http://www.nepoportal.org)**

The purpose of this website is to support the procurement process by providing an e-tendering solution, advertising of tender opportunities and electronic tendering. Within the Suppliers Area of the NEPO portal website providers can:

- Register for FREE
- Receive notification emails of new tender opportunities that match your company criteria
- Search facility to find current tender opportunities

# Feedback on the MPS

We welcome your feedback on the MPS.

Have you found the Market Position Statement helpful?

Which areas were useful?

Which areas could we improve?

Which areas would you like to see more information?

How can we keep you updated?

**If you have any feedback, suggestions or for further information  
about the MPS please contact the Commissioning Team on:  
[commissioningteam@gateshead.gov.uk](mailto:commissioningteam@gateshead.gov.uk)**

