

Our message to the social care and support market in Slough

2017-18



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Introduction

Welcome to our Market Position Statement which sets out our vision and approach as to how adult social care and support services will be delivered within Slough. It is written at a time of rapid change within public services, including social care. Like other councils, we are facing uncertain financial times and a growing population with more complex needs. This includes an increasing number of older people living in our community with dementia. It is also a time when we are moving rapidly towards greater integration with our health and neighbouring local authority partners through the Sustainable Transformation Partnership (STP). As a result of this changing landscape, we can no longer deliver services in the same way. Instead, we urgently need to do things differently through stronger collaboration with all our stakeholders including providers, local businesses and communities in order to find innovative and more sustainable solutions.

As an outward looking council, we are actively seeking to retain and attract new businesses into the borough, as this is critical to a vibrant and strong local economy. This includes businesses that can support our social care market. We recognise recruiting and retaining staff in social care is particularly difficult for providers and we will work with them and other authorities on both local and regional levels to try and address these challenges.

This Market Position Statement is an important part of our market shaping, responding to our duties within the Care Act 2014. It sets out our relationship with the care and support market to help shape a sustainable model of care to achieve better health and wellbeing outcomes for the citizens of Slough. It adopts a preventative approach that promotes independence and choice as well individual and community resilience.

It will explain:

- The types of services needed that can reduce or delay the need for long-term care
- Our collaborative approach of working with providers to find these necessary solutions.

The document is aimed at existing and potential new providers that share our approach and vision in how we support local people requiring services now or in the future. It includes services funded directly by individuals themselves as well as those funded with council support. It is important that we have a shared understanding about the opportunities and challenges we face in the social care market here in Slough.

We are also mindful of our duties under the Public Services (Social Value) Act 2012 and the need to secure wider social, economic and environmental benefits through dialogue with the provider market and the local community to design better services and find new and innovative solutions to the complex problems. In developing this document, we actively sought the views of providers in determining the content as we recognise their expertise in helping us deliver differently. We are already making tendering for council services more straightforward through the introduction of a Dynamic Purchasing System (DPS), which will encourage more creativity. We have also listened closely to the voices of local people currently using services and their carers as well as those that may need support in the future about what is important to them. This document will be reviewed and updated regularly to ensure it is responsive to national policy, demographic changes, local needs and anticipated further budget pressures. We welcome engagement with providers and our other stakeholders to ensure we work together to develop appropriate services in order to improve the wellbeing of the residents of Slough.

Purpose of the document

This document sets out the context in which social care services are provided in Slough. Through stimulating a vibrant, diverse and integrated market, we aim to offer real choice in how and where our citizens receive care and support by strengthening individual independence and community capacity. It contains information for providers designed to help them identify market opportunities based on future demand for care and support as well as facilitate innovative ideas for discussion with the council.

It summaries:

- Our vision and approach as to how local citizens will be supported
- The profile of Slough, our citizens and the economy
- Our commitment as to how we can work with our stakeholders to shape the way services are delivered, in order to achieve better health and wellbeing outcomes for all our residents
- Key information for potential partners to identify areas where they can help us to help plan for the future
- Our approach to how we will work with providers as well as addressing quality, performance and workforce development
- Contact information for interested providers wanting to discuss how their services might help us achieve better outcomes for the people of Slough.

About Slough

Slough Borough Council is a unitary authority and is responsible for social care provision to the people of the borough. A detailed profile of the town can be found in the Slough Joint Strategic Needs Assessment (JSNA): <http://www.slough.gov.uk/council/joint-strategic-needs-assessment/> and Slough Story: <http://www.slough.gov.uk/council/strategies-plans-and-policies/slough-story.aspx>.

The borough is located within the east of Berkshire, approximately 20 miles west of central London, covering an area of 125.6 square miles. Slough is an important commercial centre and includes large industrial, as well as residential areas. Many major national and international companies have sited themselves in the Slough Trading Estate over the years due to its proximity to London Heathrow Airport and good motorway connections.

Trading Estate

Covering almost 2km² provide OVER 17,000 jobs in hundreds of businesses. Despite this, there is a mismatch between jobs offered and skills in the town



Green space

Of the 32km² that constitutes the borough, just over 2.5km² is open green space

92%

Built-up area

6%

Trading estate

8%

Green space

Transport links

Bordered by major motorways (the **M4** and **M25**), an international airport at **Heathrow**, over 300 bus journeys per day and with **rail links** to London and Reading, to be further improved with the arrival of **Crossrail** in coming years



Heathrow expansion approved

Increased opportunities for business development and employment

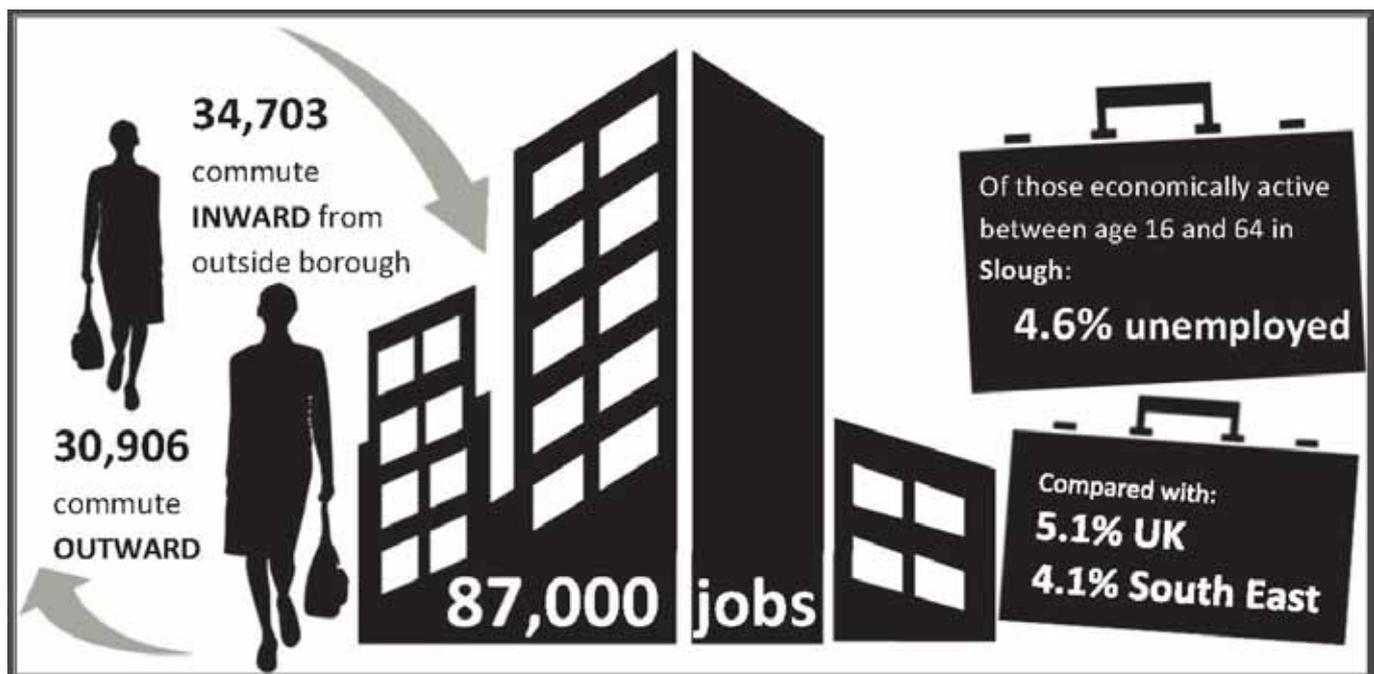
Like many authorities, Slough is a place of contrasts, with more than half the population living in areas classified as deprived, against a significant number living in areas of affluence similar to the rest of Berkshire. A proportion of Slough's population can be characterised as transient and mobile, and the borough has attracted people with a lower level of skills. In line with employment trends in the South East, the level of employment is increasing within Slough.

The Slough trading estate provides a strong focus for employment, but at the same time the town centre has seen a marked contraction in employment. Contrary to the regional and national context, the supply of part time jobs is also currently low in Slough.

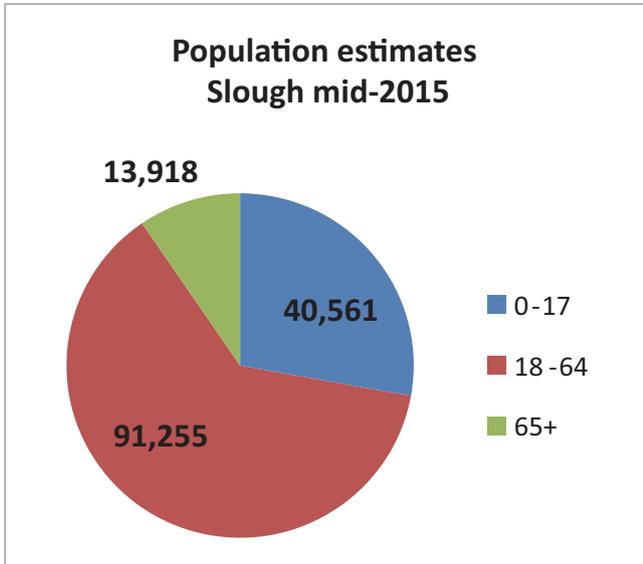
The JSNA (2015) reports that data relating to the number of economically inactive population in Slough, who want a job, has reduced over recent years but still remain high, at 6,200 seeking employment. The barriers that have been identified impacting on people entering the labour market include the cost of housing, expensive childcare, inflexible job opportunities and low skills of the resident population.

Deprivation

There are many different methods for measuring socio economic deprivation, the most common in England being the INdex of Multiple Deprivation (IMD). Using this method Slough ranked **78th of the 152 upper tier local authorities** in terms of deprivation in England

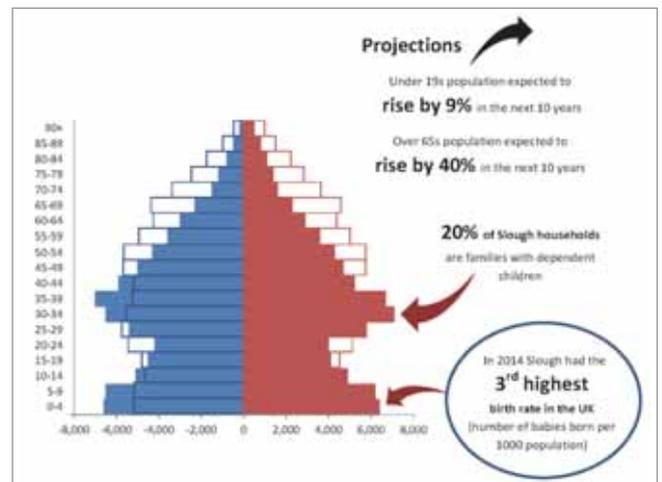


The total population is around 146,000, of which 28 per cent are under 18, 63 per cent are aged 19-64, and 9 per cent are over 65.

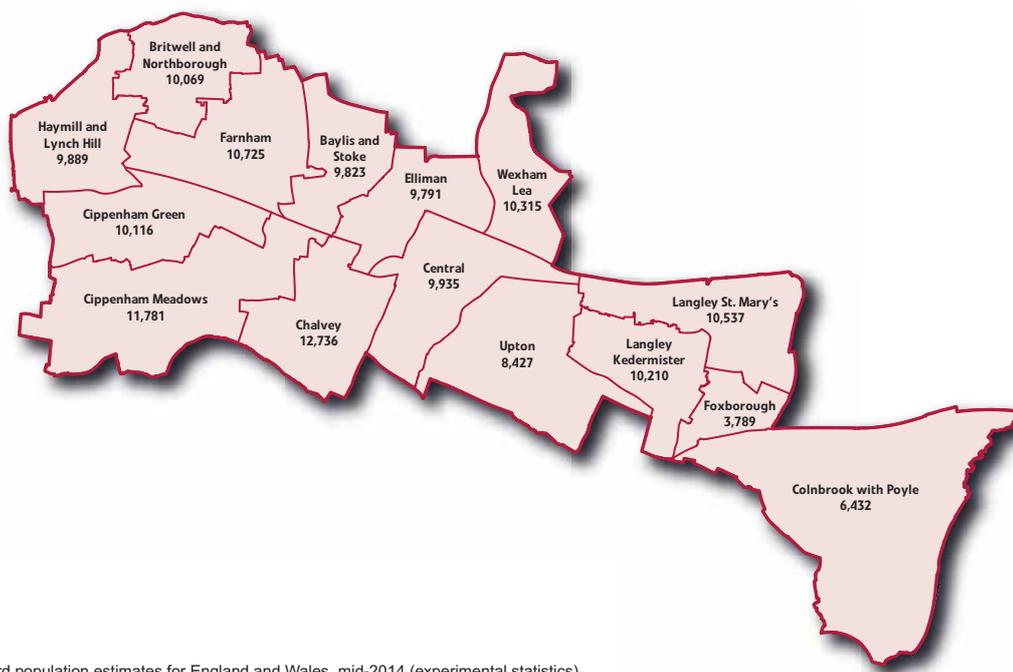


The profile of the borough is illustrated in the map of ward population estimates for mid-2014 census.

Approximately 96,138 of the town's residents are aged between 16-65 years which is roughly 65 per cent of the total population. The borough is made up of a significantly younger than average population compared to any of the South East local authorities. An estimated 44,667 people (30 per cent) are aged between 0-19 year olds and 13,214 (9 per cent) of these were aged 0-4 years old. The town also has a higher proportion of young adults aged 25 to 44 years, suggesting a large number of young families living in Slough. Although Slough has a much smaller older population than the national average, numbers are nonetheless projected to rise.

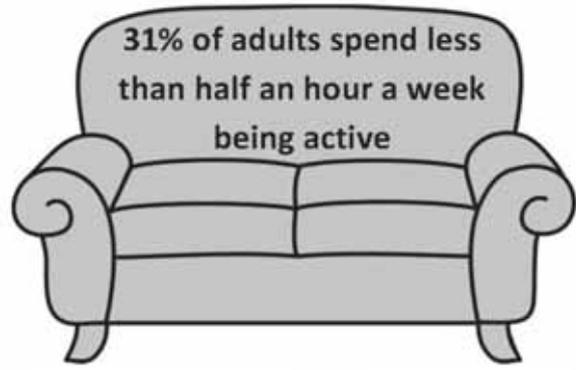


Slough ward population estimates mid-2014



Source ONS 2014 ward population estimates for England and Wales, mid-2014 (experimental statistics)

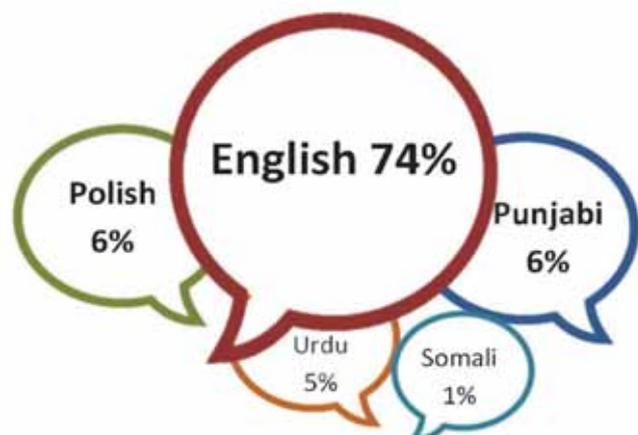
The health of local people in Slough is varied with wide differentials between the deprived and least deprived areas of the town. Life expectancy for men born in Slough is an average of 78.6 years, which is a year less than expected for an average man in England. For women in Slough the average life expectancy is 82.9 years; this is similar to that expected for an average woman in England.



Slough is one of the most ethnically diverse local authorities outside of London with 46 per cent of the population identifying as White British or White Other, 40 per cent as Asian or British Asian, 8.6 per cent Black or Black British and 3.4 per cent Mixed Race.



Main Language

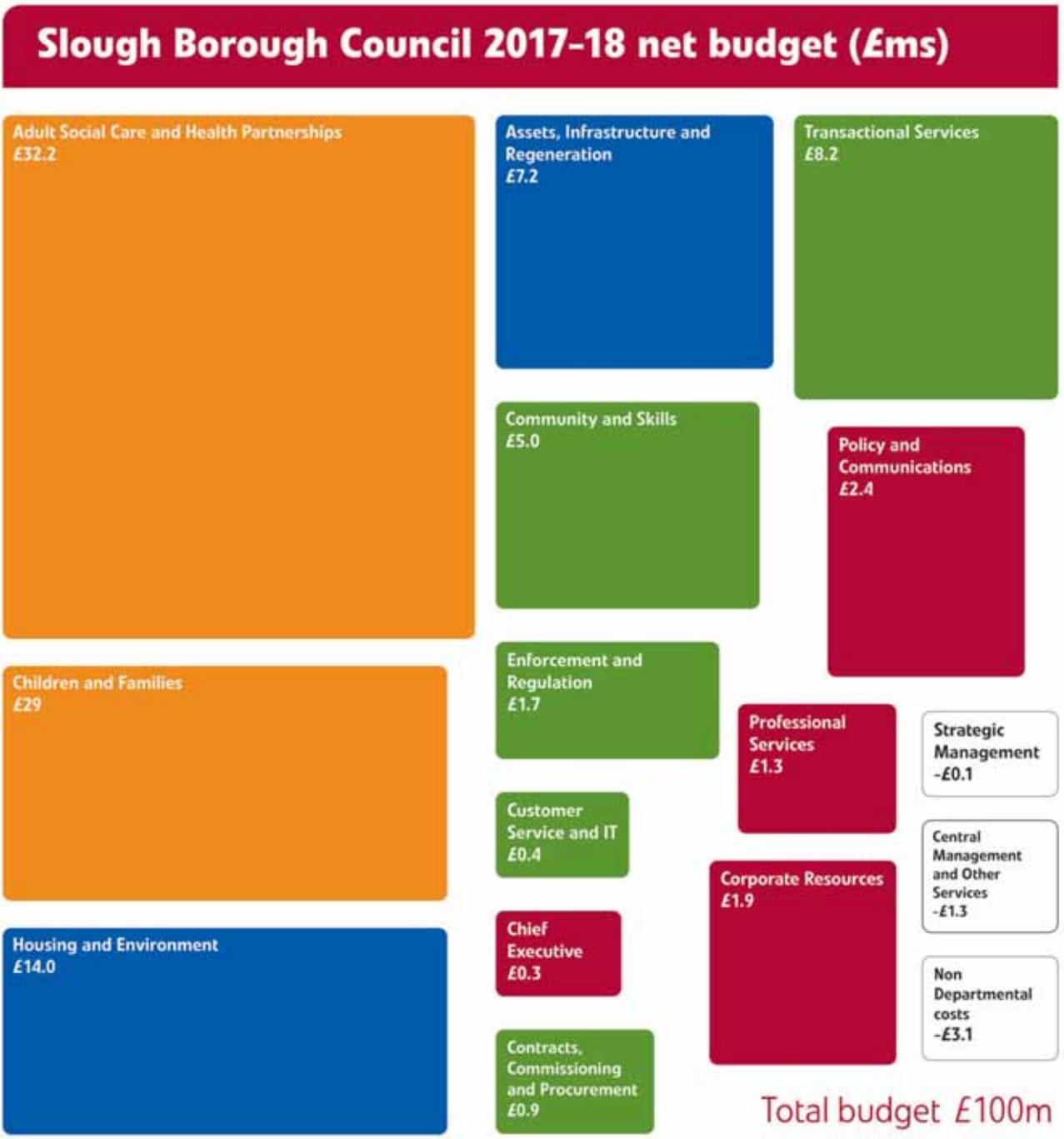


Context

We have already outlined that Slough Borough Council, like other local authorities is required to deliver considerable savings over the next three years at a time when our population is changing.

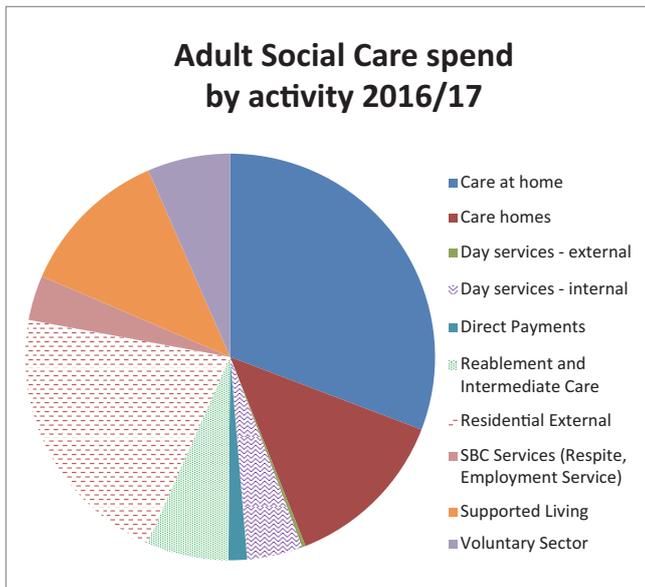
The infographic below provides a break down of how the net budget for the council was allocated in 2017/18.

Adult Social Care received the largest allocation of the overall council budget at 32 per cent. The requirement to contribute to the overall council savings rests heavily with Adult Social Care being the largest spender of the budget.

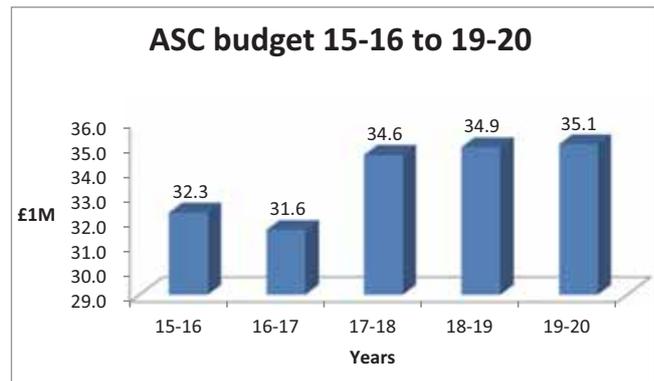


The net £31M Adult Social Care budget was spent on a variety of services delivered either directly by the Council or through the independent and voluntary sector. The services helped residents meet their care and support needs, maintain their independence and support them to be safe from harm.

The pie chart illustrates the Adult Social Care spend for 2016/17.



In recognition of the funding pressures, the government responded by announcing in February 2017 additional funding to local authorities for Adult Social Care provision. The change for Slough is illustrated below:



We have achieved savings in the 16/17 financial year through a number of interventions including:

- Reviewing care packages
- Reviewing our charging policies
- Re-modelling services
- Reducing the numbers of people living in residential and nursing care, instead supporting more to live safely and as independently as possible in their own homes.

We also need to need to plan for the significant demographic changes in Slough. A summary is included below:

2020

- Numbers of people aged 65 year years will increase by 17%
- Numbers of people aged over 80 years will increase by 18%
- Numbers of people aged 55-64 years with a physical disability will increase by 15%
- People aged over 65 years with a long term condition will increase by 17%

2030

- Number of people aged over 65 years are projected to increase by 56.6% (representing an increase from 9.3% to 12.4% of the total population)

Five Year Plan

This document is in line with the overall direction of the Slough Borough Council outlined in our Five Year Plan which sets out the longer term challenges we face and our priorities. This has recently been refreshed, with a vision of 'growing a place of opportunity and ambition' and firmly puts the people of Slough at its centre. It has a focus on five outcomes:

- Our children and young people will have the best start in life and opportunities to give them positive lives
- Our people will become healthier and will manage their own health, care and support needs
- Slough will be an attractive place where people choose to live, work and visit
- Our residents will have access to good quality homes
- Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents.

This will be achieved through:

- Listening to and working with our communities, customers and partners
- Working towards being self-sufficient through innovation, income generation and maximising the value and effective use of our resources
- Using new digital technology to provide smarter services for people and businesses
- Recruiting, retaining and developing high quality people who are committed to Slough and supported to do their job.

Sustainability and Transformation Partnership (STP)

The Better Care Fund has provided opportunities for Slough Borough Council and Slough Clinical Commissioning Group to work together to develop a range of preventative initiatives to support the wellbeing of local citizens. However the pace of integration with health has escalated rapidly with the introduction of the Sustainability and Transformation Partnership (STP). This brings health and social care systems in England together to deliver local sustainable services over the next five years to deliver better health and patient care and improved NHS efficiency.

Slough Borough Council is part of the Frimley Health and Care System STP, covering a population of 750,000 residents across nine councils. The plan which is intended to benefit local residents, builds on the work already taking place to transform health and care provision in the region. The plan will deliver a range of activity between now and 2021. How we work together to shape the market will be critical to the successful delivery of the plan including through a joint Market Position Statement. Work is already in development across a range of work streams within the STP, including improving care home quality and workforce planning.

Our vision for social care

In order to deliver the required efficiencies, and be more responsive to our duties and responsibilities within the Care Act, we have redesigned our model of social care with a stronger focus on prevention, wellbeing and choice. We are clear about our Adult Social Care vision and priorities, which are to ensure more people take responsibility and manage their own health, care and support needs. We will do this by:

- Putting in place an asset based approach to social care
- Offering people eligible for adult social care a direct payment
- Targeting those individuals most at risk of poor health and wellbeing to become more active, more often
- Developing preventative approaches to ensure that vulnerable people are more able to support themselves
- Ensuring people are at the centre of the adult safeguarding process
- Building capacity within the community and voluntary sector to enable a focus on supporting more people to manage their own care needs.

Our Social Work Teams are now based in three localities with recovery, rehabilitation and reablement supporting each of these areas. We have moved away from a deficit and dependency based social work model, replacing it with a strength based 'tiered conversation' approach. This model focuses on helping people identify their strengths, skills and community connections as well as promoting independence, choices and greater control over their lives. It is also designed to support those most in need by ensuring they access support more quickly, including at times of crisis.

The majority of our current expenditure is still targeted at high cost services supporting people most in need. This is not only expensive but it also limits the resources available for early intervention, in order to prevent needs from escalating. Listening to our residents, we know many would prefer to live at home without statutory support for as long as they are able. We are therefore looking to move the pattern of expenditure to where we are supporting a greater number to live independently and for as long as possible. We will also invest in short term care to help people through a crisis and to support their recovery, therefore delaying or preventing the need for more dependency on long term support.

It is also the intention that direct payments become the norm for people eligible for support from Adult Social Care. Therefore our local market needs to facilitate people to have choices in finding the right care and support and at the right time. We know we need to continue to promote this method of support. We have a contract in place with a provider to help support people manage their direct payments.

We have said that our vision is that the local system and services should prevent, delay or minimise people's need for formal care and support by promoting their independence, health and wellbeing. It therefore follows that to achieve our vision our future commissioning model will reflect this, with a strong focus on prevention, personalisation and building community capacity. We have already taken measures to enable our voluntary sector to support more people to manage their own care needs by developing strong communities with good social networks, increased peer support and volunteer relationships as well as valuing the roles of carers.

We also need to ensure that there is a diverse market of good quality personalised services for those people that do need ongoing care and support in order to enable them to have increased choice and control over their lives.

As well as implementing changes to our Adult Social Care locality structure, we have also transformed our Commissioning Service, creating three new areas; Supplier Relationship, Service Design and Market Development which contains a specific quality assurance function. This new structure enables us to audit ourselves more effectively against Commissioning for Better Outcomes:

<https://www.adass.org.uk/policy-documents-commissioning-for-better-outcomes/>. This includes actively working towards ensuring our local residents are involved at all stages of service development and that the commissioned services deliver personalised support, are preventative in nature, promote real independence and choice, well led and sustainable.

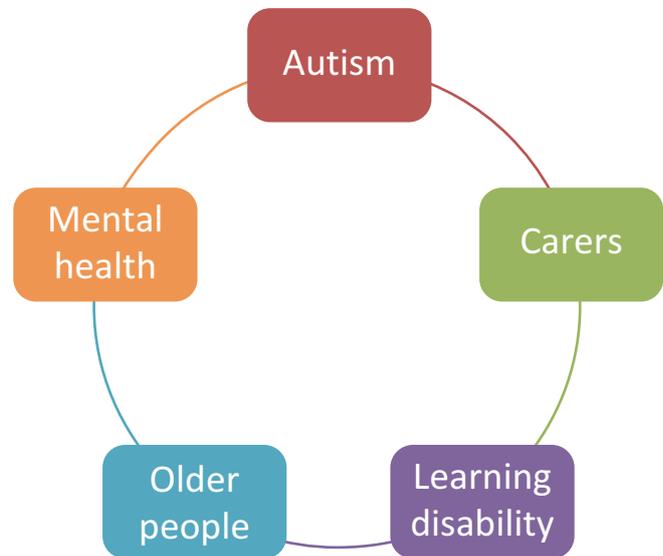


We recognise that we cannot achieve our vision and manage the required changes in isolation. Increased integration with other partners including health, housing, adult learning and crucially, the voluntary sector are vital to enable people to access care and support from the range of sources that are best placed to improve their wellbeing. This will include us looking for opportunities to commission with neighbouring authorities and our local NHS partners.

What is important to the people of Slough

We are continually listening to the people that use services and their carers about what is important to them. We do this through Partnership Boards, forums, developing and reviewing services, as well as periodic service user surveys.

The common themes about what people are telling us about services are summarised in the map below. Our future commissioning of services for adults and the local provider market need to ensure service development is in line with the views of our local citizens.



Adult Social Care Outcomes Framework, England (ASCOF)

Measures from the Adult Social Care Outcomes Framework, England 2015 to 2016, were published on 5 October 2016 and are available here: <http://content.digital.nhs.uk/article/3695/Adult-Social-Care-Outcomes-Framework-ASCOF>

Slough has made some progress in the 2015/16 data including:

- The proportion of adults in contact with secondary mental health services who live independently
- The proportion of older people who were offered reablement services following discharge from hospital
- The success of providing short-term services to people in response to their social care needs.

However, we know we need to work with our providers to improve other measures including:

- Improved quality of life of service users
- Control over their daily life
- Delivering personalised services through personalised support.

Prevention

In order to meet our commitment to prevention, the council is continuing to invest in services that promote the wellbeing of our community and reduce and or delay the numbers of people needing support from social care and health services. Our approach is to identify, at the earliest possible stage, the most vulnerable people in our communities, at risk of poor health and likely to require social care. The prevention measures we have in place include telehealth, falls prevention, health checks and screening, cardio wellness, and stroke support.

Our Public Health Team commission services aiming to improve the health of Slough residents through reducing risk factors such as obesity, as well as to identify and address conditions early, including diabetes. Services that are in place include smoking cessation, substance misuse, National Diabetes Prevention Programme, Eat4Health, CardioWellness4Slough and health checks.

We also work closely with partners responsible for other areas of prevention, for example with Public Health England and NHS England on screening programmes and supporting local implementation of health promotion campaigns.

We are finalising prevention strategy working across the public, voluntary, community and private sector in order to deliver sustainable health and social care services to our changing and ageing population. The key aims are to:

- Prevent ill health/create healthy communities by reshaping healthy lifestyle services/embed self care
- Provide people with information
- Use local assets to support people and carers
- Make health and wellbeing everyone's business
- Reduce and delay the need for care.

Prevention is a strong theme within our current voluntary sector strategy (www.slough.gov.uk/downloads/asc-vso-strategy.pdf) which aims to:

- Focus on shared outcomes which enhance wellbeing through promoting prevention services which avoid, delay and reduce the need for care and support
- Support the community and individuals to be more resilient and do more to help themselves to meet their health and care needs
- To improve social value by taking into account social, economic and environmental value when choosing suppliers rather than focusing solely on cost.

Adequate and appropriate housing is important to support positive health and wellbeing. The recently developed ten year housing strategy for Slough 2016-26 (www.slough.gov.uk/council/strategies-plans-and-policies/housing-strategy.aspx) has identified as one of the five themes, the need to ensure the availability of specialist accommodation for vulnerable older people and people with disabilities. The strategy outlines the commitment for closer alignment between Housing, Health and Adult Social Care in order to improve the quality of life, promote independence and choice and reduce health inequalities for these groups. The strategy highlights specialist areas of work to meet identified needs including developing Extra Care Housing schemes, supporting the development of extra housing units for people with learning disabilities, additional adaptations for people with physical disabilities, installation of digital equipment and timely housing information for vulnerable homeless, including those with mental health problems. People will continue to access means tested or contributed support through the Disability Facilities Grant to assist with maintaining their own homes.

The council already provides a range of supported housing defined as any housing scheme where housing is provided alongside care, support or supervision to help people live as independently as possible in the community.

For people with long term conditions there is specialist accommodation such as supported living services for people with a learning disability or mental health problems and extra care and sheltered housing schemes for older people.

There is also a range of specialist supported housing for young people and single homeless who need support for a temporary period because they find it difficult to manage their accommodation on their own. This may be because they are leaving care for the first time or have behavioural issues due to mental health problems or they have multiple needs including problems with substance misuse and/or offending behaviour or have been street homeless.

Support is also available to vulnerable people who own their own homes or live in privately rented housing, either with their family, friends or independently. This is known as floating support and is available to support a range of needs including help moving into a new home or where an individual may have difficulty managing on their own because of illness, disability or other problems. The government is changing the way that supported housing is funded so over the next two years we will be reviewing our supported housing services and developing a new strategy in line with the changes.

Telecare and the use of equipment is an important aspect of our preventative approach to safely supporting vulnerable people to maintain their independence to live in their own homes. In 2016-17 approximately 1,100 people were supported through telecare, using a range of equipment including sensors, pendant alarms and monitoring equipment. For the same period 7,452 pieces of equipment were provided to help people living in their own homes to help improve their quality of life.

The use of telecare in residential and extra care settings care homes is also important in order to promote independence, dignity and maximise efficiencies. We are also working with homecare providers to maximise independence and dignity through the use of alternative equipment. We continue to welcome dialogue with providers actively seeking innovative solutions to promote efficiencies and independence through telecare.

Older people

- In developing our older people's strategy, we know that people have a preference for options that support greater independence such as housing with care. To meet this preference we are exploring the development of a new Extra Care Housing service with a local provider.

Learning disabilities

- Over the last three years we have been developing supported living schemes that enabled people the opportunity to move out of residential care into their local community and to be nearer their families. In line with our learning disability plan, co-produced by people with learning disabilities we will be working with housing to support the development of more schemes over the next few years.

Mental health

- In the last twelve months Berkshire Health Care Foundation Trust, Community Mental Health Team, Adult Social Care and Lookahead have co-developed an innovative supported living service called Hope House, based on a recovery and reablement model. We are currently exploring options for developing intensive supported accommodation to enable people to leave hospital and return to live in their communities.

Young people

- To achieve necessary efficiency savings last year we streamlined our supported housing provision for young people closing one of our services. We did this without significantly reducing the number of people we support by improving throughput and concentrating our support to people with higher needs.

Teenage parents

- We have reshaped the service concentrating funding and support at those young people with the highest needs.

Single homeless

- Over the last two years the needs of the people we support in our single homeless hostel have become greater with many now having multiple needs. Over the next 12 months we will be exploring the most effective ways to meet those increased needs.

Voluntary sector

The council and the Slough Clinical Commissioning Group have a three year contract to 2019 (with a two year extension option) through a single voluntary sector consortium; Slough Prevention Alliance Community Engagement (SPACE). Led by Slough Council for Voluntary Services, the alliance, which consists of over 40 associate charities and community organisations, aims to work together to provide coordinated, innovative and enhanced services to residents through reducing administrative costs and better economies of scale.

The SPACE contract supports our drive to improve community wellbeing through identifying and navigating people to local services as well as leading community capacity building.

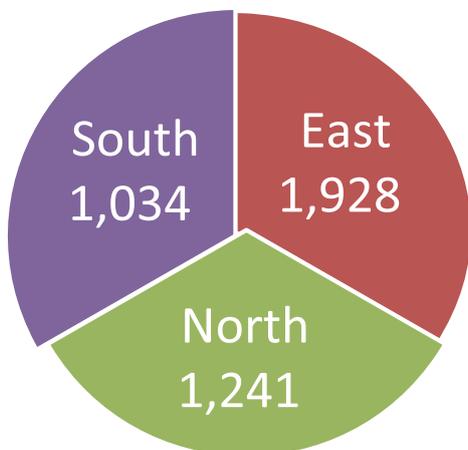
In addition, SPACE delivers the Carers Support Service and Information and Advice. Other services offered include lunch clubs, therapeutic gardening, 'get active' programme and a good neighbours scheme.

Our advocacy is delivered through a single point of access covering all statutory and non statutory services. Advocacy in Slough (AIS) is a partnership of three providers led by Surrey Disabled People's Partnership. This is a three year contract and will be re-tendered in 2018.

The three year contract for Healthwatch, the independent consumer champion for health and social care is with Health and Care and is currently being re-tendered.

Current demand for Adult Social Care

The total number of Adult Social Care assessments completed between 1 April 2015 - 30 June 2016 (15 months) was 4,203. As illustrated below, the area with the highest demands is the east of the town.



East

Langley Kedermister, Wexham Lea, Langley St. Mary's, Elliman, Foxborough, Colnbrook with Poyle and Upton

North

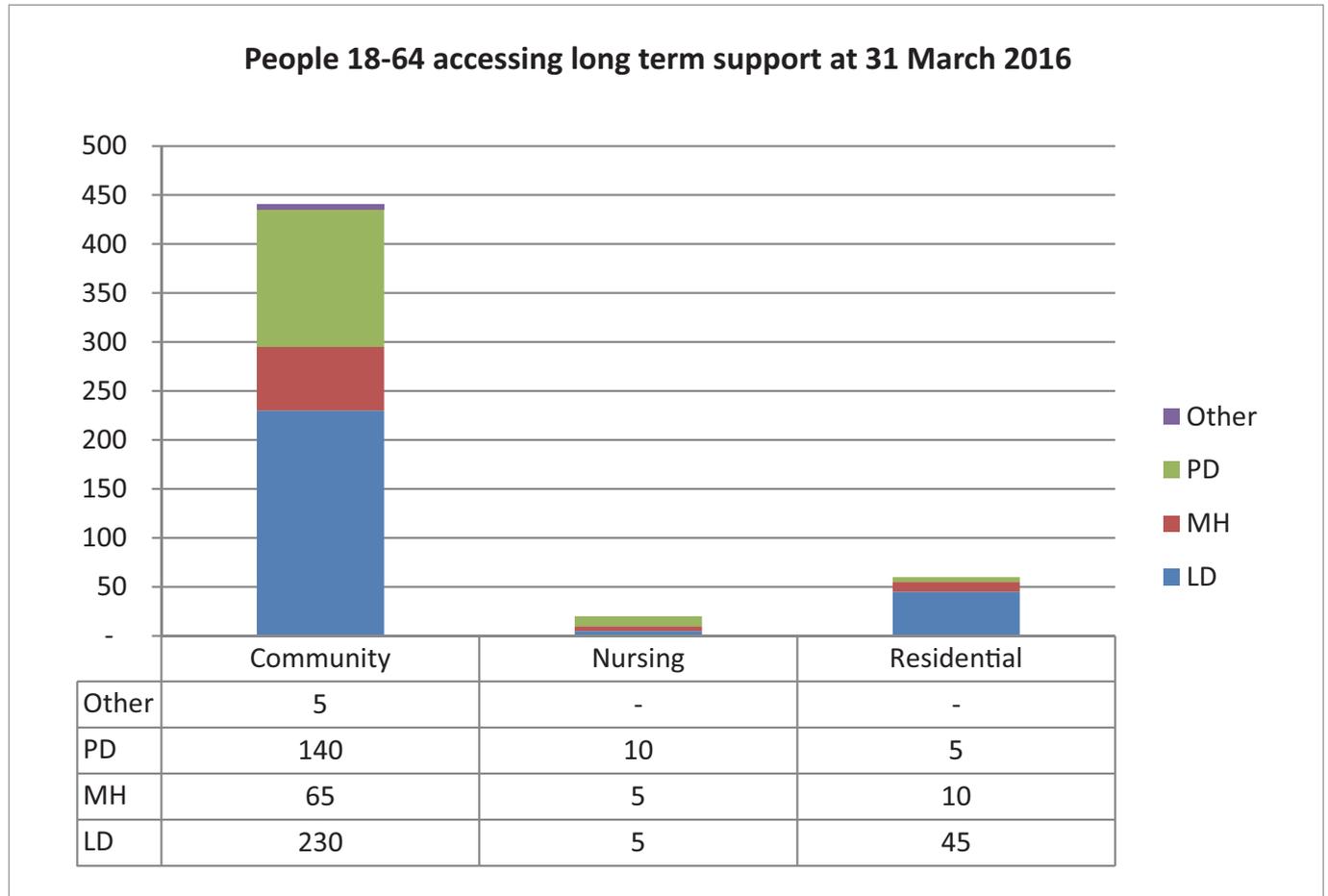
Baylis & Stoke, Britwell & North Borough, Haymill and Lynch Hill and Farnham

South

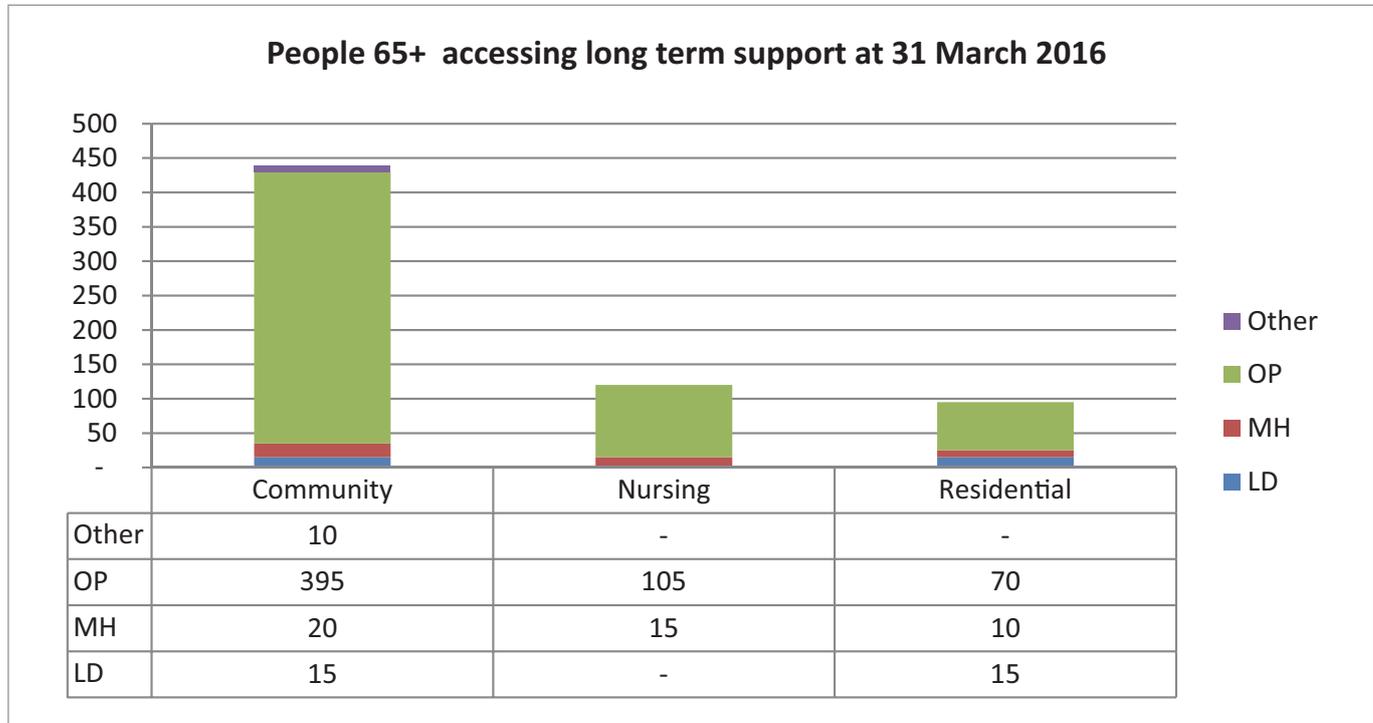
Central, Chalvey, Cippenham Meadows and Cippenham Green

People accessing long term support

The number of people aged 18-64 years accessing long term support in Slough is set out below:



The table below indicates the number of people aged over 65 year accessing long term support:



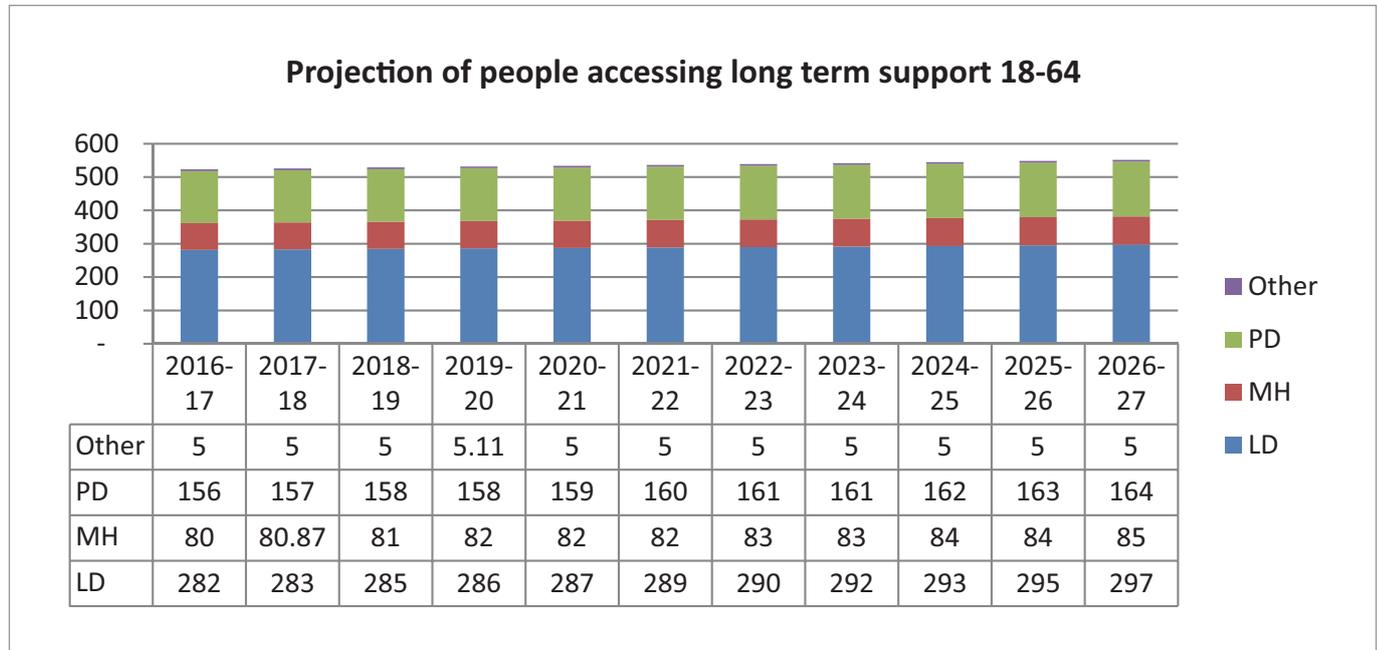
Numbers of people in receipt of direct payments

The chart below indicated the number of people that received a direct payment in 2015/16:

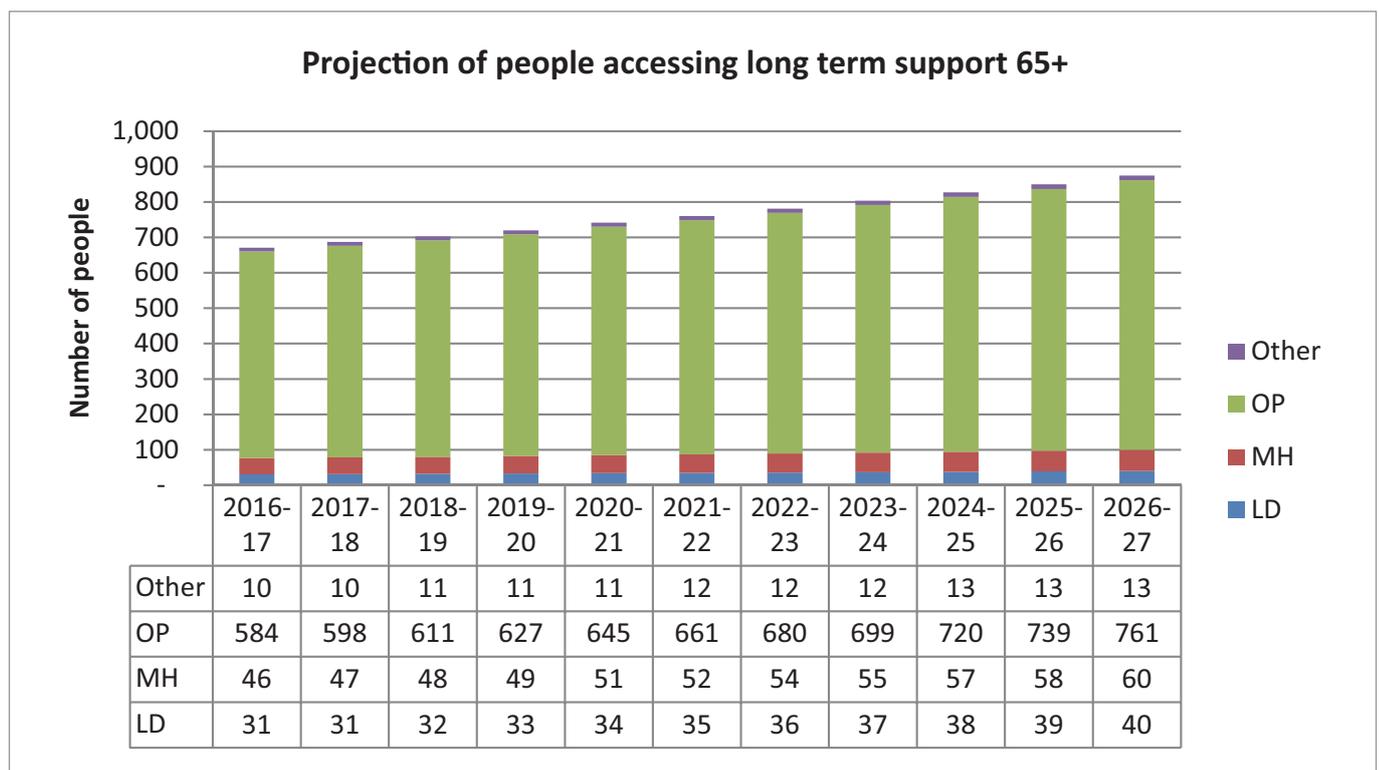


Future projected need for Adult Social Care

The graph below summaries the projected numbers of people aged 18-64 years needing long term support using Pansi data and internal SBC analysis:



The next graph summaries the projected numbers of people aged 65 years needing long term support:



Older people

The population of Slough is expected to rise to 150,800 by 2020. The biggest projected increase is amongst the 70-74 age group. Around 1,030 people aged 65 or over in Slough are living with some form of dementia. This is expected to increase by around 60 in 2020 and by more than 450 by 2030. The biggest predicted increase in those living with dementia is likely to be for those aged 80-84. These people are often living in residential homes but many are also living in the community, often supported by family carers. People with dementia are more likely to be admitted into long term care after a hospital stay than returning to their own home.

The largest group of people in receipt of Adult Social Services are those aged over 65 years. 84 per cent of people with long term conditions are over 65. The wards with the highest number of older people are Langley St Mary's, Upton, Haymill and Lynch and Cippenham Green.

Sensory impairments affect older people disproportionately which can have negative impacts on their health and wellbeing. It is estimated that around 44 per cent of the population over the age of 65 in Slough have a hearing impairment. Approximately 12 per cent of those over 65 years will have a moderate or severe visual impairment. We anticipate that this will be a growing issue in the future.

We have the following services in place to support older people:

- **Residential**

There are eight residential care and nursing homes for older people in the borough with 398 beds. We block contract for 94 beds in total. Other than one block contract, our purchasing is through spot purchasing as this is considered the most flexible way of engaging with the market and meeting a diverse range of needs. We are currently supporting circa 198 service users in residential care, including residential Elderly Mentally Ill (EMI).

- **Residential nursing**

We are currently supporting 152 service users in residential nursing care homes of which 109 are resident within the Borough, leaving 43 residing outside Slough. The total number of beds to support the EMI is 56; 33 are in Borough, 23 located outside.

- **Residential respite**

We have a total of 16 block beds delivered by two residential providers to support residential and residential EMI service users. In addition we have two nursing respite block beds delivered by two providers.

- **Day services**

We currently have two day services in the borough that support older people. One directly provided by the council that supports people with dementia. The other day service has been commissioned by an independent provider to deliver a day service for older people with lower level needs.

- **Homecare**

We have recently re-commissioned our homecare provision which has brought more providers into Slough able to deliver this personalised support option, thereby reducing or delaying the numbers needing residential care.

- **Extra Care Housing**

There are currently two Extra Care Housing schemes in Slough offering a total of 126 units: Northampton Place and the Pines, of which 102 are one bedroom flats and 24 are two bedroom flats. This is a mixture of privately owned, shared ownership and rented. These have been developed by Slough Borough Council in conjunction with a national housing association. We believe that the demand for such housing in Slough will increase, particularly for social rented accommodation.

Our approach to supporting older people

We will:

- Promote the take-up of direct payments for those eligible for Adult Social Care support
- Where ever possible enable older people with high support needs to maintain living safely in their own homes with appropriate support including telecare, equipment, adaptations and homecare
- Ensure older people who are no longer able to live in their own homes access to accommodation that meets their needs including specific dementia provision
- Listen to the views of our older population and their carers as part of our review of day opportunities, ensuring we have more personalised community based options in place that meet changing needs
- Work with our voluntary sector partners through the SPACE contract to ensure more older people are connected in order to tackle loneliness and isolation
- Review with all our stakeholders local Care Housing provision in order to reduce or delay the need for older people to move into residential care
- Commission replacement care to facilitate carers having a break
- Work with our health partners to reduce the number of hospital admissions and delayed transfer of care from hospital amongst our older population.

We will...

review the needs and services of our older population

As a provider you can....

share your expertise in finding solutions to the areas identified above

Together we can...

maintain the independence of older people for as long as possible and tackle loneliness and isolation

Learning disabilities

It is estimated that 534 adults aged 18-64 have a moderate or severe learning disability in Slough. This number is predicted to increase to 599 by 2030. Although this not a significant increase, the numbers of people and the complexity of needs are changing as people are living longer.

The number of people with a learning disability known to the Community Team for People with Learning Disabilities (CTPLD) is in the region of 400. Many of these who receive Adult Social Care live with parents or family members. Supporting these families to care for their disabled adult children at home is a key priority. People living with their families may access a range of support, including day time opportunities and short breaks (replacement care) services. Other people live in residential, supported living services and long term Shared Lives services. We anticipate a growth in the need for accommodation with support by 2020.

The range of support includes the following:

- 88 are within supported living placements (of which 60 are placed within Slough)
- 60 are within residential placements, 45 of which are out of borough
- Nine attending externally provided day services
- 78 attending in house day services
- 92 receiving a direct payment
- One person supported through a shared lives scheme.

The numbers of young people eligible for Adult Social Care assessed as having very complex and profound needs, including autism as well as behaviours that services find challenging, are increasing. This change in need will have implications for the types of support required, including the need for an integrated approach between agencies in order to meet both health and social care needs.

Slough currently lacks sufficient accommodation for people with lower level or less complex eligible needs. We have tendered for a preferred list of supported living providers from our DPS based on a new supported living specification. This will assure quality and value for money, and introduces an expectation that supported living providers will reduce people's dependency on funded support by helping them maximise their independent living skills and building their social capital.

Slough is committed to the NHS England national priority, Transforming Care Partnership programme and is part of the Berkshire wide initiative working towards supporting people with learning disabilities and autism in out of area treatment and assessment centres to be relocated to their own areas with more bespoke accommodation.

Our approach to supporting people with learning disabilities

This will be in line with our learning disability plan (www.slough.gov.uk/downloads/slough-learning-disability-plan.pdf).

We will:

- Support people to live in the community with their families
- Increase more supported living options through a new living specification which aims to maximise independent living skills and reduce dependency on funded support through building social capital
- Work with housing and supported living providers to develop a range of locally based housing options including for those with the most complex needs
- Maximise the use of assistive technology to promote independence
- Promote the take-up of direct payments for those whom are eligible in order have more personalised options
- Develop more community based opportunities including training and paid employment
- Support more people to have a healthy, safe and fulfilling life in line with Slough's co-produced learning disability plan.

We will...

review the needs of people with learning disabilities in line with our local plan

As a provider you can....

share your expertise in finding solutions to the areas identified above

Together we can...

ensure people with learning disabilities are valued community members living fulfilling lives

Mental health

The number of people of all ages with a psychotic disorder registered with a Slough GP practice was about 32.2 per 100,000. This is higher than the national average which is 24.2 per 100,000. Recorded prevalence of depression in Slough for those aged 18 years and over is 6.2 per cent of the population. This is higher than the national average which is 4.5 per cent. The prevalence of depression and anxiety for people aged 18 years and over is 9.7 per cent, which is lower than the national average of 12.7 per cent.

We know mental health problems can have a significant impact on someone's ability to identify and take up opportunities such as employment; to safeguard or care for themselves and others; and on their physical health and wellbeing. People with severe mental ill health have a reduced life expectancy of approximately 16 years for women and 20 years for men. The premature mortality rate in Slough for people with mental ill health is 991 per 100,000, compared to the England average of 921. The mortality rate from suicide/undetermined injury however is 8.8 per 100,000 similar to the England average of 10.1 per 100,000 (2013-15).

The Community Mental Health Team (CMHT) has developed a recovery focused service which teaches people how to manage their own mental health. The Recovery College (Hope College) provides support which is based on a recovery, rehabilitation and reablement model with peer support. The service is assisting people to engage in activities, courses and rehabilitation goals which enhance their wellbeing and ability to live independently. There is a strong focus on reducing social exclusion and the building of positive links with family, friends and the local community.

Currently, approximately 1,119 people in Slough are in contact with secondary care mental health services. Further data is shown below:

Total number in contact with secondary care	1,119
Non psychotic - severe to very severe and complex	519
Psychosis - high disability/severe	600
Dual diagnosis	52

The numbers of people supported through the following provision are:

- 73 within supported living placements
- 19 within nursing or residential care placements
- 161 subject to Section 117 aftercare (after discharge from hospital).

In addition the Recovery College supported:

- 96 people with access to a personal budget
- The delivery of 121 courses
- 658 individual people have enrolled in the two years the college has been running
- 51 people into paid employment
- 28 trained Peer Mentors
- 31 clients being supported by Peer Mentors.

Recent assessments indicate that approximately 220 people aged 18 to 64 years are eligible for community based social care and approximately 92 are supported through residential or nursing home care.

We anticipate a small increase in demand for care and support from people presenting with mental health problems and diagnosis on the autistic spectrum such as Asperger's. Packages of care are often complex and high cost and therefore alternative solutions are sought that offer effective and good value support.

Our approach to supporting people with mental health problems

We will:

- Continue to listen to what people with mental illness are telling us is important to them to reduce social isolation
- Support people through the Recovery College by offering a range of courses that adopt an asset based approach
- Continue to develop supported housing options which assist people to live at home that promote recovery
- Continue to develop community based options which enable people to live at home, purchased either through a direct payment or by the council on a person's behalf
- Deliver one to one support that focuses on recovery e.g. Supporting people to build up skills, confidence and personal support networks

We will...

continue to develop community based opportunities

As a provider you can....

help us find innovative solutions

Together we can...

promote the recovery and reablement of people with mental health problems

Physical disabilities and sensory impairments

It is estimated that 8,700 of adults aged 18-64 in Slough have a moderate or serious physical disability. Most people are not born with their impairments but acquire impairments in their adult life, mainly from the age of 50. In Slough 930 18-64 year olds have a longstanding health condition caused by a stroke. The vast majority of these people are not supported by Adult Social Care.

National data about sensory impairment is more easily accessible than local information. Locally, people with sensory impairment accessing Adult Social Care are likely to fall into other categories or have other conditions, regardless of age.

The majority of people with physical disabilities placed by Adult Social Care into care homes were aged over 50. There are very small numbers of people under 65 supported in Extra Care developments. We know there is a lack of supported housing in the borough and this has been identified as an area of development within the Slough Housing Strategy.

Often, adults with physical disabilities choose to buy their own home and will use their direct payment to help fund a personal assistant, or for home support services offering flexibility and control.

The number of working age people with physical disabilities receiving long term support is 152. They are supported through the following:

- 140 in the community
- 10 in a nursing home
- Two in residential care.

The numbers are projected to rise to 156 in 2017/18 and to 164 by 2026/7.

Our approach to supporting people with physical disabilities

We will:

- Continue to increase the number of direct payments for those eligible for social care
- Offer means tested and contributed support to those whom are eligible through the Disability Facilities Grant to enable them to maintain their own homes
- Maximise the use of assistive technology to promote independence
- In line with our housing strategy develop bespoke community based accommodation for people with complex physical disabilities including those with brain injuries.

We will...

review the needs of people with physical disabilities

As a provider you can....

share your expertise in finding personalised solutions to support people with physical disabilities

Together we can...

support people to have more fulfilling and independent lives

Carers

The census data from 2011 suggests we have 11,626 residents providing unpaid care in Slough. Support for carers is a key part of our future direction. Many of these are family carers providing support and care to people with a range of disabilities and or illnesses. Preventing carer breakdown is one of our priorities and we include support for carers in the wider integrated prevention work of health and social care. We have established networks through which we work with partner organisations to increase knowledge and understanding about the needs of carers and young carers in Slough. Our aim is to create a community where carers are identified and valued and can develop good social networks and peer support.

In 2015-16 492 carers had a carers assessment, of which 196 were completed jointly with the person that they care for. 153 carers received a direct payment.

We have commissioned SPACE as the lead organisation to support carers, providing a range of support, including information and advice.

Our approach to supporting carers

Is in line with our Carers strategy (www.slough.gov.uk/council/strategies-plans-and-policies/adult-social-care-strategies.aspx), which is to:

- Identify, with our partners, our hidden carers
- Ensure timely information and advice
- Help reduce social isolation and create greater opportunities to connect carers
- Re-tender for replacement care (respite) to ensure they access vital breaks
- Support more people with more complex needs access direct payments
- Have access to advocacy where needed
- Continuously consult with carers and providers to identify how we can build on work so far to develop support for carers
- Continue to ensure direct payments for those with most complex needs. We are also introducing a strength based conversation assessment approach in line with our delivering of Adult Social Care
- Promote the use of assistive technology to carers as well as those whom they care for.

We will...

continue to support carers in line with our carers strategy

As a provider you can....

help identify and sign post carers to our Carers Support Service

Together we can...

ensure carers access information and support and feel more connected to their community

Our changing relationship with the market

We have outlined our commitment to reducing the number of people dependent on formal support through enabling them to increase their skills and resilience, independence as well as connections to their communities. We know that our relationship with providers is crucial in helping us to deliver our aims and vision. We have therefore made changes to strengthen the partnership and improve our offer to providers in a number of ways, whilst maintaining quality assurance.

We have regular discussions with both national and local providers, recognising they have considerable knowledge, skills and expertise of health and social care provision. In many cases they are best placed to respond to changing demographic needs in this challenging financial environment. We have also begun to co-design services with providers based on what local people are telling us is important to them. We will continue to support this through regular dialogue.

Procurement

The council has recently implemented a more streamlined procurement route through the introduction of the Dynamic Purchasing System (DPS). This innovative and flexible process will reduce the workload for providers who have already registered on the DPS and have met the required conditions. They will no longer have to repeatedly complete lengthy tender documents for each new commissioning activity that they are interested in. Instead, those meeting the required standards will automatically be contacted to tender for business opportunities in the areas that they have registered an interest.

We have given ourselves flexibility in determining how we procure through this route ranging from outcome based specifications with high levels of supplier input into the design of the service, to more prescriptive tenders. It will be used to commission whole services for groups of people to services for specific individuals.

We now have 60 providers that have successfully met the required conditions and have registered on the DPS and we actively welcome more to come forward. Our first tender from the DPS was for Home Support which led to a framework of 14 selected providers.

We are looking at ways of moving towards more outcome based contracts and the method we have been trialling is to use contracts which include quantifiable output measures and contribution to individual and community outcomes. Contracts such as these are currently being used in mental health, the voluntary sector and with drug and alcohol treatment services. We will increasingly be using these for other services. This is likely to move towards specific policy objectives such as reduced admissions to hospital and increased independence.

Quality

Slough Borough Council is committed to ensuring that we have safe and high quality care and support services in place. The Care Quality Commission's (CQC) fundamental standards and ratings system sets the benchmark for the quality of care people should expect from their provider. We expect to commission services from providers who are judged by CQC as either 'good' or 'outstanding.'

The re-modelled Commissioning Team has given a sharper focus to the quality function. Our Supplier Relationship Team has enabled us to implement more effective contract monitoring and support, previously only offered to residential providers. We are also embarking on a programme of support with all our providers which focuses on improved quality, ensuring it is embedded within all aspects of delivery. The team will also support the sharing of innovation as well as promote high quality provision locally. It is our intention that we will embed processes and utilise resources more effectively for both the council and providers. The appointment of a Quality Assurance Manager will also support the work including co-producing a new Quality Assurance Framework with providers. This will help keep the focus on standards, with consistent and proportionate monitoring.

Providers that do not meet requirements will be reviewed closely through our robust care governance processes. Our approach will be aligned with the recently launched Adult Social Care Quality Matters (www.gov.uk/government/publications/adult-social-care-quality-matters), ensuring the care delivered is person centred, safe, effective and responsive to individual needs.

There are 20 Supported Living schemes and fifteen care homes in Slough. Our Supplier Relationship Team works closely with any provider where there are quality concerns to ensure they make required improvements.

We have recently completed a tender operation for domiciliary care providers. Nine providers were selected to deliver services in Slough, seven of whom were existing providers, all rated as 'good' by CQC.

We will continue to ensure regular provider forums are in place in order to ensure partners are kept informed about changes in national and local policy, local commissioning intentions, market analysis, quality standards, and procurement arrangements and promote dialogue and network opportunities.

Training and workforce development

Our Organisational Development Team offer training and development opportunities to provider organisations delivering support to adults in Slough. They have access to a wide learning and development programme that also includes statutory training required by the CQC to meet essential standards. Training is offered through a range of formats including e-learning and workshops. During 2016-17, 258 training places were accessed by care provider staff on the following face to face training:

- Food hygiene and safety
- Administration of medication & refresher training
- Infection control
- Epilepsy awareness
- Emergency treatment
- Safe moving of clients training
- Fire safety awareness
- Mental Capacity and the Care Act
- Introduction to the Deprivation of Liberty Safeguards
- Supporting people through bereavement.

See workforce development (www.slough.gov.uk/health-and-social-care/training-and-development.aspx) for details about our open programme, as well as other useful information. We also fund an e-learning platform, "Log on to Care", which gives provider, voluntary groups and personal carers free access. The platform is targeted at the adult social care sector, but includes a wide range of training, including management development.

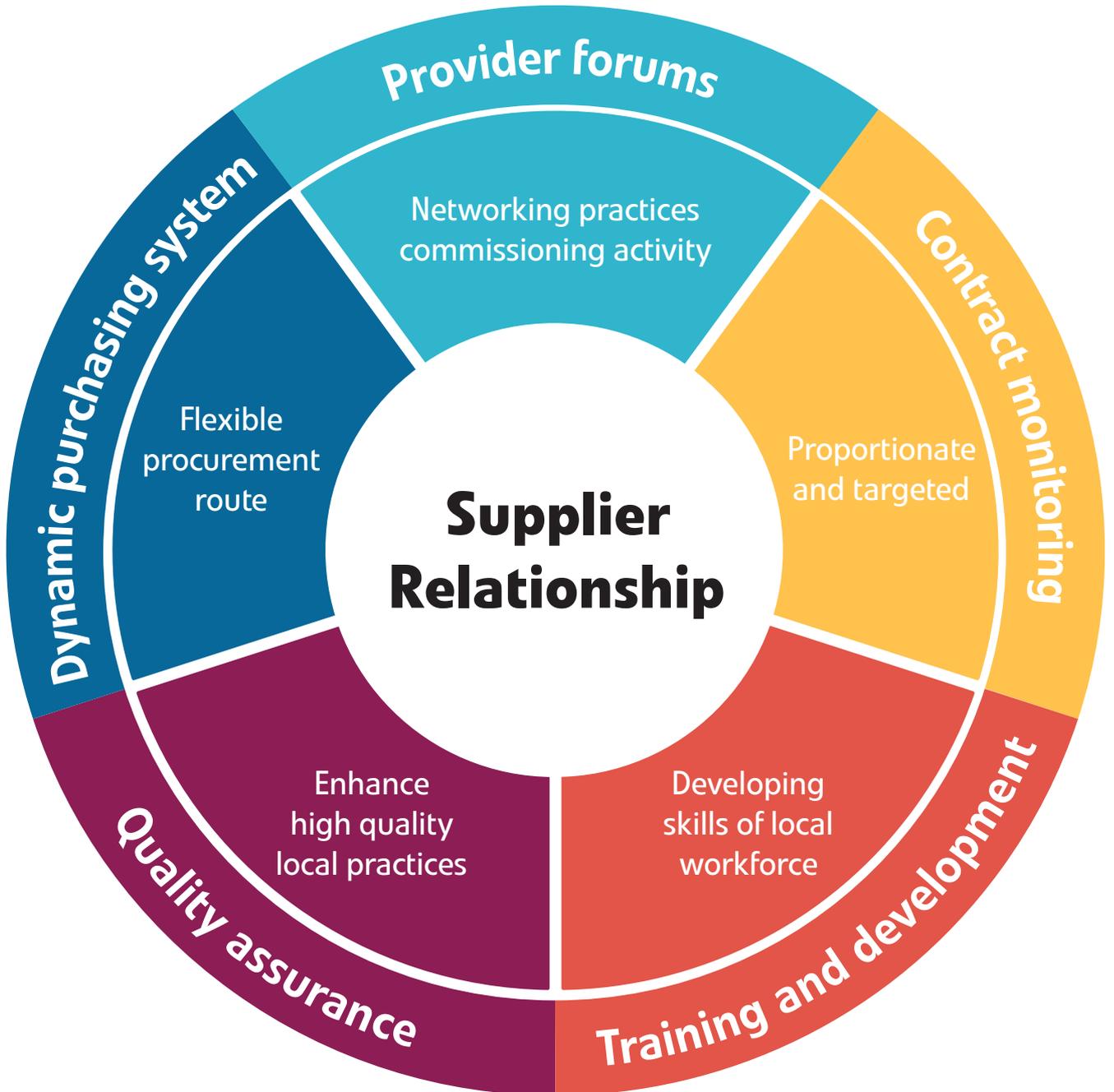
Areas of training include:

- Care Certificate
- Communication in Social Care
- Safeguarding Adults
- Safeguarding Children
- What it means to be a Personal Assistant
- Management/Leadership topics e.g. financial, human resources, project management skills
- Be Assertive the Right Way
- Decision Making Excellence
- Palliative Care
- Autism
- Stroke
- Safe Use of Bed Rails.

There is also a section for personal assistants. For more information visit: www.logontocare.org.uk

In addition, we have offered a comprehensive training programme to our domiciliary care providers to enable them to manage resources more efficiently and where assessed as appropriate, reduce reliance on double handed care.

The council recognises the increasing challenges that our provider market faces in recruiting and retaining staff. We will share with our providers any developments and opportunities to be involved in national, regional and STP workforce development initiatives, including the promotion of I Care Ambassadors (www.skillsforcare.org.uk/Recruitment-retention/I-Care...Ambassadors/I-Care...Ambassadors.aspx).



What we are looking for from the market

There are a number of areas where we want to work with providers to help us in our overall direction of increased prevention and integration. We want to do this by:

- Re-focusing our current investment into those activities which are likely to delay or reduce the need for long term support
- Building and strengthening capacity and resilience within the community to enable people to be better connected
- Improving ways to support people to avoid hospital admissions, ensure quick and timely discharge and to build their independence after a spell in hospital or care
- Finding opportunities to support people to make creative use of their direct payments
- Working with providers to develop step down/step up provision. This may include short term residential care to help people with more complex and challenging care and support needs move from intensive support services (including in-patient provision) or from out of borough residential care, to more independent options including locally based supported living
- Working with providers to stimulate innovative day time opportunities to reduce people's dependency on local authority funded support. This will be achieved by building independent living skills, assisting them to access universal services and mainstream community activities
- Working with providers to increase voluntary and paid employment opportunities.

Business opportunities

Over the next 12-24 months, the council anticipates that following social care and support commissioning opportunities will be available through the DPS. New providers are encouraged to register for the DPS in order to show interest in these and other business opportunities.

2017-18	2018-19
Stroke Support Service	Advocacy
Supported Living for People with Learning Disabilities	Supported Living for People with Mental Health Problems
Supported Employment for People with Disabilities	
Replacement Care	

Key contacts

Slough Adult Social Care Commissioning actively encourages providers who are interested developing services in Slough to register on the DPS. We also welcome discussions from our current and prospective providers that have ideas as how best to meet the local challenges we face in order to improve the health and wellbeing outcomes for the people of Slough.

Craig Brewin

Head of Commissioning
craig.brewin@slough.gov.uk

Suzanne Binns

Supplier Relationship Manager
suzanne.binns@slough.gov.uk

Sally Kitson

Market Development Manager
sally.kitson@slough.gov.uk

Anjana Chakraborty

Business Design Manager
anjana.chakraborty@slough.gov.uk

This document can be made available on audio tape, braille or in large print, and is also available on the website where it can easily be viewed in large print.

Our message to the social care and support market in Slough

If you would like assistance with the translation of the information in this document, please ask an English speaking person to request this by calling 01753 690412.

यदि आप इस दस्तावेज़ में दी गई जानकारी के अनुवाद कए जाने की सहायता चाहते हैं तो कृपया किसी अंग्रेजी भाषी व्यक्ति से यह अनुरोध करने के लिए 01753 690412 पर बात करके कहें.

ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਵਿਚਲੀ ਜਾਣਕਾਰੀ ਦਾ ਅਨੁਵਾਦ ਕਰਨ ਲਈ ਸਹਾਇਤਾ ਚਾਹੁੰਦੇ ਹੋ, ਤਾਂ ਕਿਸੇ ਅੰਗਰੇਜ਼ੀ ਬੋਲਣ ਵਾਲੇ ਵਿਅਕਤੀ ਨੂੰ 01753 690412 ਉੱਤੇ ਕਾਲ ਕਰਕੇ ਇਸ ਬਾਰੇ ਬੇਨਤੀ ਕਰਨ ਲਈ ਕਹੋ।

Aby uzyskać pomoc odnośnie tłumaczenia instrukcji zawartych w niniejszym dokumencie, należy zwrócić się do osoby mówiącej po angielsku, aby zadzwoniła w tej sprawie pod numer 01753 690412.

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