

# Early Intervention and Prevention

## Market Position Statement



November 2014

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# 1

## Foreword

# 1 Foreword

## **Promoting Choice, Independence and Wellbeing**

Welcome to the first Waltham Forest Adult Social Care Market Position Statement, Early Intervention and Prevention. The Market Position Statement aims to open a dialogue with you, our service providers, in order that we can jointly co-produce creative and innovative solutions for the delivery of outcome-focussed, high quality social care services for the citizens of Waltham Forest. This is an important document for us as it is aimed at our community of providers and other key stakeholders to help you to understand the current and future demand for adult social care in the Borough.

By way of context, there are a number of local and national public policy drivers which are unfolding, and will impact on care services and the markets which deliver them. The Care Act 2014 outlines a new vision for Adult Social Care with an emphasis on wellbeing, prevention and early intervention. Promoting and maximising independence and reducing or delaying the need for care and support are the cornerstones of the new legislation. This mirrors our strategic approach at a local level and is a theme which runs throughout this document.

Locally, the Council like all other local authorities is facing substantial financial challenges. Our priority is to commission services more intelligently and creatively within a reducing financial envelope.

Therefore, we will be increasing our focus and investment on prevention and early intervention services which are evidenced to support people to find their own solutions, delay or prevent the need to access social care and provide better outcomes in the long term.

Going forward, there will be increased integration between health, social care and other statutory partners and this is currently evidenced through our Better Care Together initiative which includes a key programme on early intervention and prevention. This will create exciting opportunities for service providers to access funding for services that will prevent or delay the need for on-going care and support, provide support closer to home and also prevent isolation which is the primary cause of depression in older people and adults with disabilities.

Perhaps the most exciting aspect of our new Market Position Statement on early intervention and prevention is our intention to make it a live and interactive document which we will adapt and change during the year in response to feedback and dialogue with yourselves, as well as changing local and national agendas. We hope you find this document helpful and look forward to receiving feedback from you on how we can enhance it further in the future.

# 2

## **Introduction**

## **2 Introduction**

Providing social care and support in Waltham Forest is a significant part of our business. Our vision is to promote choice, support independence and wellbeing, enabling our local citizens to remain resilient, active members of their community.

But the way we do things is changing. People are getting more control over the type of care and support they receive and we are moving away from large, long-term contracts with providers. We're being more pro-active in the way we manage our relationships with the people that use our services, and the organisations that provide them; planning services based on local demand and best practice. We want services that seek to support people's well-being and promote better outcomes for people within their care. We want to move to a model which promotes reablement and supports people at the earliest stages of their care journey, rather than one which waits for a crisis before intervening. This includes providing better information and guidance on the type of care services that are on offer so that we:

- Build a vibrant and sustainable local care market which has a good mix of provision from independent and third sector organisations.
- Maintain people's independence; support them to feel part of their communities and reduce social isolation.
- Promote self-care which will help people to stay within their own homes and reduce their dependence on care packages.
- Work with our local community organisations to support our citizens and increase social capital and resilience.

We need to shift care from high intensity, residential settings to more community based care that helps prevent deteriorations in health. To do this we must work in partnership with our health colleagues and provider organisations who are working, or who wish to work, in Waltham Forest. Sharing information about how our market operates is the first key step in this, and we hope you find this Market Position Statement (MPS) useful. It demonstrates our commitment to working with you, the providers of care and support.

### **2.1 About this Market Position Statement**

This MPS applies to all residents of Waltham Forest who are 18 years of age or over and require some form of social care support, whether they have physical or sensory impairments, learning disabilities, are older people, carers, suffer from drug and/or alcohol abuse, or have mental health needs. It provides a snapshot of the key issues facing people with care needs in the Borough, and covers the period between 2014/15 and 2017/18. However, we know that the market does not remain static and we are committed to updating the MPS at regular intervals.

This statement has focussed on the important role early intervention and prevention services play in the wider care market and draws on information from Waltham Forests Mental Health, Public Health and Early Intervention and Prevention strategies. Furthermore, this statement is one of several MPS's planned for the coming year which will cover our key service areas.

## 2.2 What do we mean by Early Intervention and Prevention Services?

Early intervention and prevention services are those which help reduce or manage demand, and prevent people from needing high cost, high dependency care packages. We have chosen to focus on these for our first MPS because these are the types of services which will support people to live within their own communities by improving the following outcomes for the people of Waltham Forest:

### Outcomes<sup>1</sup>

- Enhancing the quality of life for people with health and social care needs through self-management of care needs; supporting carers; reducing social isolation and improving employment opportunities.
- Delaying and reducing the need for care and support by providing high quality information and guidance; ensuring there are the right types of early intervention and reablement services in place; and that care is delivered in the right setting to help people regain their independence.
- Ensuring that people have a positive experience of care and are involved in their own care planning process; that they know what is available locally and where to get the help and support they need.
- Safeguarding adults through offering safe and secure services, which allow people the freedom to manage their care in the way they choose.

Early intervention and prevention services can be described as:

- Universal services, offering broad based services regardless of a person's level of need but which have an impact on health and social care, such as drop kerbs, library and leisure facilities, information, advice and guidance.
- Those which offer support for those who are vulnerable, and have a solely health and social care focus. These are often provided by the voluntary and third sector and may include befriending services, lunch clubs and welfare and rights advice groups.
- Services which are targeted at specific issues and which – if left unaddressed – have considerable impact on the likelihood of needing high intensity health or social care, including falls programmes, community stroke rehab services.
- Those services which help delay or defer people from high intensity provision and who may have already had some input from respite or intermediate care services. These could include training for carers, discharge teams etc.

Early intervention and prevention services often have wider social value that do not easily translate into short or medium term service efficiencies. Nor can they be easily measured in terms of outputs and outcomes for individuals, but taken as a whole offer support to communities. To give you a general idea of what this might cover, the services the Council currently funds include:

<sup>1</sup> Department of Health (November 2012) Adult Social Care Outcomes Framework 2013-2014

## Early Intervention and Prevention: Market Position Statement

Universal	Vulnerable	Targeted	Deferred
Adult Education	Dial-a-Ride and Community Transport	Voluntary art group for people with Mental Health	Extra care
Libraries	Mobility Services eg. Blue badge, freedom passes and disabled parking bays	Day opportunities for various groups of people	Hospice
Parks & friends of parks	Shopmobility	Social Clubs or befriending services for older people	
Leisure and Sports eg. Bowling club, choirs, gardening clubs	Tai chi for older people	Homecare Providers	
Voluntary group that offers knitting and sewing	Monthly afternoon tea organised by a voluntary organisation	Employment services for people with LD	

Early intervention and prevention services in Waltham Forest are delivered by a range of different providers including large care and support organisations, Registered Social Landlords, small community groups, and through volunteers and peer support.

They have been funded through a range of mechanisms and we estimate that our current spend on these sorts of services totals £800,000. Many of our services are funded through a mix of grants and contracts with provider organisations. Indeed organisations may receive more than one funding stream from different parts of the Council. A number of our initiatives are also jointly funded with the CCG and the local voluntary action group.

Yet not all early intervention and prevention services will receive Council funding, relying on external sources of funding or resourced purely by volunteers. Groups such as those which offer arts and crafts clubs, lunch clubs, homelessness support, and therapy sessions, may not specifically focus on social care needs, but their contribution and knowledge of their communities and expertise in engaging with the most vulnerable within the Borough is invaluable and we need to find innovative ways to recognise their role and use these groups to help promote well-being.

### **2.3 How to use this document**

We hope that you find this document useful in planning your business activities over the coming three years and we aim to provide you with some clear messages about the challenges facing the Borough; the opportunities this presents care providers; and the ways that we will support you in developing your businesses to meet these challenges.

We start by offering you an overview of what it is like to live in Waltham Forest, highlighting the key areas of demand for services, and the types of services which we think might help address these. We also

offer information on the changes going on within the Council, what impact these might have and the opportunities this presents, and the commitments around business support we can make to the market to help meet the challenges through innovative models of care.

We look forward to your feedback on the information we have provided so that we can continue to develop our approach to supporting you to make decisions about your business. More detail on how you can become involved is provided in Section 7.





# 3

## **Living in Waltham Forest: The Challenges**

## 3 Living in Waltham Forest: The Challenges<sup>2</sup>

Waltham Forest is a diverse and vibrant London Borough in North East London, with a mix of more urban areas in the South, and suburbs in the North. Chingford, Leyton and Leytonstone and Walthamstow are the population hubs with some 247,503 persons living in over 98,000 households across the whole Borough. Population density tends to be higher in the middle and southern wards of the borough compared to the northern wards.

Overall increases in population between 2011 and 2031 are projected to be around 23,500 with predictions there will be 13,000 more people above the state pension age (over 65s) living in Waltham Forest by 2031, although the state pension age will have changed by that time.

Across the Borough there are 8,104 households with an older person living alone, and 11,615 people living in 3-generational households. These figures are expected to increase over the next 10 years, particularly for older women aged 74 years and above.

Waltham Forest has a high proportion of BAME (Black Asian and Minority Ethnic) communities located primarily in the middle and southern wards. Pakistanis (9.5%) form the largest BAME group, followed by Black Caribbean (9.2%), Black African (6.8%) and Black Other/Asian Other (4.1% each). Recent arrivals to the Borough mean that just under 9,000 are now Eastern Europeans whilst other ethnic minorities include almost 5,000 Turkish, almost 4,000 Somali and over 2,500 Ghanaians and Nigerians.

In 2012/13 the London Borough of Waltham Forest supported 3,933 of its residents. Approximately 60% of these are aged 65 or over, with the remaining 40% 18-64 years of age<sup>3</sup>. Of these 59% had a physical disability, 23% had mental health issues and 17% had learning disability. The vast majority of the service users supported by the Borough receive community based services.

Yet this is not the whole story. Deprivation and low income are two of the most significant influences on the health of the adult population. Waltham Forest continues to be one of the most deprived Boroughs in England and in 2009, nearly a fifth of the households within Borough were classed as 'workless', whilst in 2010, 17.8% of the population aged 16 to 64 were claiming some form of benefit. Furthermore, health inequalities (measured by the differences in infant mortality and life expectancy between different population groups) in Waltham Forest reflect striking differences in life expectancy both between the borough and other parts of London and England, and within the borough, between north and south. Life expectancy stands at 76.5 for males and 81.2 for females in Waltham Forest, compared to 78.2 and 82.7 for females in London and 77.8 for males and 81.9 for females in England. The borough ranks 7th lowest in life expectancy for both males and females in London, while the infant mortality rate has been on a downward trend, it remains higher than other areas; with a rate of 5.3 per 1,000 compared to 4.8 for London and 4.9 for England.

<sup>2</sup> Waltham Forest Joint Strategic Needs Assessment 2012-13

<sup>3</sup> Adult social care – an analysis from the 2012/13 RAP return

Given the recent changes to the welfare system and the introduction of universal credit, it is – as yet – unknown how this will impact the Borough; however there is concern that with changes to housing benefit people from other parts of London will move into the area.

Increasing pressure on already tight resources, coupled with the need to make further financial savings across the Council means that we can no longer continue to commission the type of care that we have done in the past. We need to manage demand effectively and transform the services we offer; provide information and advice to people on how they might best access and use services, to delay their access to social care; enabling people to take greater control over their own care; decreasing our reliance on residential care by supporting people before they reach crisis point and offering real alternatives; and integrating social care and health services where possible. In order to reduce health inequalities, key principles for Waltham Forest include: managing population growth and change; creating wealth and opportunity for residents; and retain more wealth in the borough.

### Summary

- Waltham Forest is facing a number of challenges in terms of supporting the well-being of its local residents, including increasing numbers of people moving into the Borough.
- An older population and a diverse ethnic community mean that services need to be provided which meet the social and cultural needs of the Borough.
- Deprivation is a real issue for the Borough, with changes to benefits potentially having a significant impact on our residents.
- Community based services form a core component of the services we offer.

The following section looks at the core areas of support where we think good early intervention and prevention services could help us meet these challenges.

### 3.1 Mental Health<sup>4</sup>

Mental health is something that affects us all – how we think and feel about ourselves and others, how we cope with difficult situations and how we manage our lives. Yet Waltham Forest has high levels of risk factors for mental illness including high level of deprivation; a higher percentage of certain Black and ethnic minority groups and low employment rates.

In any given week, approximately 18% of adults in Waltham Forest will have a mental health problem, and it is estimated that about 50% of these may require treatment.

The Borough has the highest admission rates through A&E for mental health reasons in London (08/09 and 09/10). And in 08/09 the number of adults and older people in contact with secondary care mental health care was markedly higher (3306.6 per 100,000 population) than the London rate of 2734.5 per 100,000 population.

The proportion of adults using secondary mental health services and known to be in paid employment in 2008/2009 within Waltham Forest was 2.8% which is below the national average of 3.4% and slightly above the London average of 2.5%.

This has significant cost implications for the Borough, and is an important determinant in the ability of local people to live healthy and independent lives. For those people receiving support from adult social care, over 60% are aged between 18 – 64 years old and the majority of service provision through the Council is offered through professional support, followed by home care and day care services.

<sup>4</sup> Better Mental Health: A joint commissioning strategy for adults of working age in Waltham Forest (2013-2016)

The figures also suggest that Waltham Forest has further work to do on improving access to psychological therapies and that there are currently significant levels of unmet need within the community which may be due to a number of factors, including early diagnosis, access to services or difficulties in capturing accurate numbers of people with mental health issues.

Given this backdrop improving mental health services is seen as an important area for Waltham Forest Council and Clinical Commissioning Group (CCG) to develop in the future, and will form a key part of the implementation of our Better Care Fund plan for integration. Providing seamless local care, based within the community which offers high quality support when people need it.

But we also need to recognise the role that preventative services provide. There has been a major economic downturn in the last few years and changes in housing. In particular, the reassessment of people claiming housing incapacity benefit and their capacity to work will have an impact on people with mental health problems who are deemed fit to work and supporting these people with mental health problems through these changes is a prevention/demand strategy. Likewise, access to benefits and housing advice in primary care is a well-evidenced strategy for prevention.

### Good Practice Case Study

A new floating support service for adults started in October 2014, delivered by Centra.

Targeted Prevention floating support outreach service aims to work within local communities to enable older people and disabled people and people with varying levels of need to:

- Help to maintain or regain independence
- Continue to live in their own homes

- Ensure users move through services to a community-based provision
- Deliver a programme of support after re-ablement programmes improving enablement and recovery
- Improve health and well being
- Ensure tenancies are maintained and evictions avoided
- Reduce cases of social isolation
- Enhance employability (where relevant)
- Prevent or delay the need for long term care
- Ensure safeguarding for vulnerable people
- Promote volunteering and befriending
- Facilitate discharge from hospital and reduce readmissions

The Targeted Prevention floating support service is cross tenure enabling support to people in private rented housing, social housing and in their own homes.

We're keen to tackle these inequalities across the Borough and are working closely with our Clinical Commissioning Group (CCG) colleagues and Public Health to develop our mental health strategy. Part of our commitment to this includes a mental health forum which will bring together stakeholders to develop action plans to respond to our challenges. We're also committing to reducing residential placements and enabling people to live within their communities through increased supported living.

## Summary

- Whilst Waltham Forest offers support for people with mental health needs, more must be done to help improve people’s well-being.
- Early intervention and prevention services which support and promote well-being are seen as a key part of helping us to address these inequalities.
- We are working with our health colleagues and Public Health to develop better mental health services locally and will be establishing a mental health forum and increasing supported living options for people with mental health needs.
- We are keen to talk to providers about how they may help us meet these needs, and how they may help us shape a preventative model of care for people with mental health issues within the Borough.

## 3.2 Learning Disability

There are an estimated 4,046 people with learning disabilities living in Waltham Forest. Of these, 864 have moderate/severe learning disabilities and 65 have challenging behaviours. Also, 741 people are currently receiving services from the Community Learning Disability Team.

People with learning disabilities represent some of the most vulnerable within the Borough. They tend to have poorer health and difficulties in accessing healthcare; be at risk of and suffer discrimination; and need support to access housing and employment.

The prevalence of people with learning disabilities will continue to increase in line with the population growth (see Tables 1 and 2). There will also be growth in the complexity of disabilities due mainly to improvement in health care for people with learning disabilities resulting in increased life expectancy.

**Table 1** Number of people with learning disabilities aged between 18-64

Population predicted to have a learning disability by age group	2013	2014	2015	2016	2017
18-24	717	714	706	697	670
25-34	1,312	1,325	1,325	1,350	1,365
35-44	1,020	1,033	1,051	1,069	1,160
45-54	781	794	804	817	833
55-64	482	486	498	512	578
Total population aged 18-64 predicated to have a learning disability	4,318	4,365	4,411	4,451	4,606

**Table 2** Number of people with learning disabilities aged 65 and over

Population predicted to have a learning disability by age group	2013	2014	2015	2016	2020
65-74	301	305	305	312	331
75-84	176	178	176	174	179
85 and over	66	67	69	69	73
Total population aged 65 and over predicated to have a learning disability	544	550	550	555	583

Source: POPPI, 2013

With this predicted rise in numbers of people with learning disabilities over the next 10-15 years, we are working closely with our health colleagues, Education and Children’s Social Care to offer better, and more, integrated person-centred services.

We are also currently looking at ways to support people more effectively within their communities, by improving employment opportunities and supporting them to access healthcare – particularly through our community and voluntary groups – as well as increasing the opportunities for them to live within the Borough. We are seeking to increase our supported living options, bringing people back into the Borough who have been placed elsewhere and looking at the greater use of assistive technology to improve people’s independence.

**Good Practice Case Study**

Organiclea is a community based food project which offers a range of gardening or food activities for the local community including those with a learning disability of mental health issue. They work with a range of organisations including housing associations, schools, sheltered housing schemes and community centres.

**Summary**

- Increasing numbers of people with learning disabilities in the Borough mean we need to adapt our service offer to support them living within the community.
- We are working hard to develop the services we offer to people with learning disabilities including improving access to advocacy services, day opportunities, increasing the uptake of personal budgets and expanding employment opportunities.
- We will be increasing supported living opportunities within Waltham Forest and will be looking at the increased use of assistive technology to support people to live more independently.
- We must strive to improve health and well-being outcomes, through better use of community and voluntary groups.
- We are keen to explore innovative community based support for people with Learning Disabilities.

### 3.3 Older People

From 2012 to 2020 the number of people aged 65 and over living in Waltham Forest will have increased by 7% to 28,000<sup>5</sup>.

Increasing numbers of older people over the next decade will mean more complex health and social care needs. There will result in an increase in the numbers of people with long-term limiting illnesses such as cardiovascular disease and diabetes.

Ongoing health inequalities in the Borough mean that life expectancy is still below both the national and London averages. Data indicates that females survive longer and outnumber males from the age of 65 onwards in the local population and yet are more at risk of poverty, given their shorter employment histories and pension contributions.

By 2031 42% of people within the Borough aged 50 and over are projected to be of an ethnic minority background. This overall increase in the number of older people will pose challenges in terms of caring and financing support for people over-65, as well as the types of care people might need in such an ethnically diverse population.

There are, however, other risk factors associated with people requiring ongoing care and support.

For instance, social isolation is a key concern for the Borough with almost 50% of people aged over 75 within the Borough living alone and of the over-75's, 30% live in socially rented accommodation. Of single pensioner households 39% are considered to live in non-decent homes, mainly due to lack of thermal comfort.

Waltham Forest is second in London for emergency hospital admissions due to fractures, with incidences in falls for older people increasing by about 2% per annum. And we are anticipating an increase in demand for services for those with dementia in line with national predictions for growth within the 50+ age range.

How we address these forms a fundamental part of our activities over the coming years. Early intervention and prevention services are a core part of our strategy for supporting older people to remain independent and active citizens. We are committed to supporting, encouraging and commissioning services which enable us to meet these aims; particularly in relation to better integration of health and social care services, providing better care co-ordination and admission avoidance. We are seeking to improve our falls prevention strategy and pathway, build a dementia friendly Waltham Forest and improve the uptake and quality of health checks for people aged 45-70 years. We have already increased the availability of Extra Care Housing within the Borough and will continue to encourage and grow opportunities for this as we move forward.

#### Summary

- Increasing numbers of older people within the Borough is likely to place significant pressure on our services.
- Social isolation, dementia and poverty are real issues for local residents.
- We must seek ways to address these through better community based interventions and support.
- We are keen to work with providers who can support people within their own communities and help us meet the needs of people with dementia, prevent falls and improve access to services.

<sup>5</sup> POPPI statistics downloaded on 08/04/014

### 3.4 Physical and Sensory Impairments

In 2012/13 nearly 60% of social care service users had a physical disability, compared to just under a quarter of mental health clients, with 77% of these aged 65 or over. The majority of people with a physical disability received home care support, and community equipment.

In line with the predicted increases in our older people's population the numbers of people with physical disabilities and/or sensory impairments is likely to grow.

We estimate that by 2020, the number of people with limiting long term illnesses aged 65 or over will have increased by 4.5%. There will also be an increase in the number of admissions to hospital due to falls of 3%.

Likewise the total population aged 65 or over predicted to have a moderate or severe hearing impairment will have increased by 4%. The total population of people aged 65 and over, who are unable to manage at least one activity of daily living on their own (including going out of doors and walking down the road; getting up and down stairs; getting around the house on the level; getting to the toilet; getting in and out of bed) is to increase by 5% in 2020.

This raises a number of issues including how can we better prevent incidences which lead to long-term limiting illnesses and disabilities, such as falls prevention programmes? And also, how can we ensure that those people for whom activities of daily living will become more difficult as they age, are supported to remain healthy and independent for as long as possible?

### Summary

- The number of people with physical disabilities and sensory impairments requiring support will increase in line with increases in our population, particularly in older people.
- Waltham Forest must find ways of supporting these people to remain healthy and independent for as long as possible and we are keen to speak to providers who can support us.

### 3.5 Carers

Carers play a pivotal role in supporting people with health and social care needs within the Borough. According to the 2011 census data there are 21,273 carers in the Borough, providing un-paid care to a family member or friend, which includes young carers<sup>6</sup>. The highest number are located in the North of the Borough where the majority of older people live. Around 22% of all carers provide 50 hours of unpaid care or more per week and it is anticipated that the number of carers will increase as the local population ages.

Of the people who provide unpaid care for 50 hours or more each week within the Borough, 41% report their health status as being fair, bad or very bad compared with only 16% of people who do not provide unpaid care.

<sup>6</sup> Draft Waltham Forest Carers Strategy – Refresh (2014-2017)

## **Summary**

- Unpaid carers provide a valuable support mechanism in the Borough and we need to encourage their health and well-being.
- We must improve the information and guidance offered to carers, and help signpost them to the services which can support them.
- We will also need to look at the types of services carers require and mechanisms to offer support in the future, as we seek to develop services for carers.

## **3.6 Substance Misuse and Obesity**

Substance misuse and obesity both have long-term implications for the need for ongoing health and social care support, often resulting in further more intensive treatment and therapy. Early identification and intervention can improve people's well-being and forms part of our overall long-term strategy for helping people remain healthy in the future. And – in the case of drug and alcohol misuse provides a positive return on investment both financially and socially by reducing costs to health, criminal justice and other sectors and reducing harms to individuals, families and communities.

Waltham Forest has higher rates of admission to hospital for alcohol misuse than its comparator authorities and the rest of England; with numbers of male admissions outnumbering that of females.

Overall the numbers of people within the Borough using drugs are estimated to have fallen, although there are increasing numbers of people from Eastern European communities accessing services, reflecting the increase in the population locally.

We are actively promoting harm reduction measures to reduce the rate of alcohol-related hospital admissions, drug-related deaths and other harms to health. This includes measures to increase the uptake of blood-borne virus screening, vaccination and referral for specialist treatment among drug users, particularly injecting drug users.

We are seeking to provide better access to early intervention and harm reduction services for hard-to-engage drug users via outreach, open access (walk-in) services and services that are open for extended hours, e.g. pharmacies offering needle exchange. We are working to target interventions at identified groups that are less likely to access services for a number of reasons, including deprivation and social exclusion and are keen to work with providers who can support us with this.

We are also seeking to develop new models of working, delivering more integrated services which can work with, and benefit from, other services such as mutual aid, employment support, (specialist and generic) housing support, and abstinence based residential and day programmes. Our new model will help ensure the maximum uptake of external referrals by providing ongoing support, review and encouragement to new and existing service users.

Obesity in the Borough is on the increase, leading to high prevalence of diabetes when compared to other London Boroughs and England. Obesity can lead to a number of longer term health conditions and diseases including diabetes, cardiovascular disease and cancer. We want to encourage healthier lifestyles and promote healthier eating and will support providers who wish to help us with this aim.

### Summary

- Lifestyle factors such as substance misuse and obesity are known risk factors for long-term poor health outcomes.
- Supporting people to improve their lifestyle to combat these issues is an important part of our early intervention and prevention approach.
- We are keen to work with providers who can support us in developing our early intervention and prevention approaches.
- The re-commissioning of substance misuse services to develop a more integrated model will be key to helping us achieve this.



# 4

## Market Opportunities

## 4 Market Opportunities

Over the past four years we have made substantial steps forward in changing the types of care we offer. We have increased Extra Care Housing in the Borough; established community resource hubs to bring together a range of voluntary organisations; and we have worked with our local health partners to implement a falls prevention strategy and care pathway, as well as offering health checks for people aged 45-70 years old.

Despite this progress we think there are still a number of areas within the early intervention and prevention agenda where we need to do more. Specifically where demand outstrips supply – or where no services currently exist – which we are keen to work with providers to address.

### Service users tell us that<sup>7</sup>:

- They want to feel supported within their own communities.
- Being in control and having a say in their care and support helps them to feel valued.
- Independence, family and friends, activities and jobs are important to them.
- They want to be involved in the services that are offered to them.
- Faith and culture are important factors for many of our communities.

- They want a choice of provision, ranging from days out, through to life coaching; from employment through to advocacy; to promote social capital at affordable prices.

We also know that cultural differences can and do play an important part in the way people access care across the Borough. For example, focus group discussions conducted in Waltham Forest with BAME service users about mental health services, showed that socio-economic issues, and culture and belief systems common to these groups, contributed to stigmatisation; this in turn prevented people from seeking early support from services.

Carers tell us that there are inadequate levels of provision of services to support them, and that a lack of awareness means they don't always access the services that are in place.

There are a number of self-funders of care within the Borough who currently do not access Local Authority Services. These numbers are likely to increase over time as house prices continue to grow. This combined with increased levels of need and the implementation of the Care Act means that we need to find ways to support them, to ensure they also get access to the best possible care available will be essential.

Our aim over the next 3 years is to ensure that we work with service users and providers to try and develop services to address these issues. We will aim to develop greater understanding of:

<sup>7</sup> London Borough of Waltham Forest (2013) Working together for change in Waltham Forest

- The types of services which support the outcomes identified by our services users.
- Those services which can offer cost-effective and integrated interventions.
- The types of funding mechanisms which support innovation and encourage sustainability and growth within the voluntary sector.

### **Specifically we want to work with providers who can support us in:**

- Reducing social isolation through befriending services and/or lunch clubs or night-sitting for older people or those living with a disability.
- Supporting people to remain more independent through increasing extra care housing, and offering greater use of integrated aids and adaptations including the more widespread use of telecare.
- Increasing supported living opportunities for people with mental health needs and/or learning disabilities.
- Encouraging self-care through improving the information, advice and guidance available to people living within the Borough and offering support for care navigation.
- Encouraging people to become active citizens through employment opportunities for those with mental health issues or learning disabilities.
- Improving social capital by offering better transport links to enable people to access the services which are already on offer.
- Improving local communities through better use of time-banking, including the increased use of volunteers to help support people within their own communities.

- Strengthening our mental health services, through more integrated provision with health and understanding what interventions are most effective and when.
- Identifying and supporting carers through better signposting and information.
- Supporting our wider health and well-being objectives and work with us and our partners.

### **We will be looking to work with those providers who can:**

- Develop services that are outcomes focussed and support equality.
- Promote independence and develop a reablement ethos at the core of all social care services.
- Enable people to find their own solutions and reduce dependency on the Council.
- Promote economic well-being and seek to keep people 'out of the system'.
- Move people away from institutional settings, promote self-esteem and support self-care.
- Offer integrated, seamless services where the service user is at the heart of the decision making process.
- Offer multi-agency solutions, and demonstrate the ability to work collaboratively with other providers.
- Ensure they are constantly seeking to improve their services, to offer flexible and responsive solutions to local need.
- Develop their business model to respond to the increased use of personal budgets and individual commissioning decisions.
- Offer good quality, flexible services to self-funders.



# 5

## **Overall Commissioning Priorities**

## 5 Overall Commissioning Priorities

In 2014/15 Waltham Forest is due to spend over £71 million on adult social care provision, of which approximately £24 million is for self-directed support. But like other councils we have been working on a reduced budget since 2011 and this is set to continue for the next 5 years.

Alongside the reduction in budgets, we are also undergoing significant transformation in the way we do things. We are actively seeking to integrate our health and social care services. The numbers of people accessing personal budgets and using the self-directed support options available to them are increasing, up from 758 in 2013/14 to 882 during 2014/15. And we also anticipate an increase in the number of self-funders in the coming years. We are moving away from being a provider of services towards being a commissioner and facilitator of care services, looking to support people to make their own decisions about care. We are changing our approaches to contracting and challenging ourselves and our providers to move towards outcomes-based contracts.

In responding to these challenges:

- We will continue to improve and act upon information on costs, activities, productivity and outcomes, including the on-going reviews of high cost care packages which do not represent value for money.
- We will provide early intervention and preventions services to support people to find their own solutions and delay or prevent access to social care.
- We will continue to de-commission, re-design, and commission new services to improve efficiency, productivity and quality of services.
- We will substantially reduce the proportion of our budget spent on residential care over the next three years and seek to improve access to other types of services such as supported housing, and those services which help keep people within their own homes and communities.
- We might have to take brave decisions in the future about the types of care and support we fund and how we encourage sustainable models of provision. We will not continue to fund specific services because we have always done so, but rather will look to support those services which have a strong evidence-base for improving the outcomes of local residents, and can offer cost-effective solutions to care.

### Summary

- Funding for care is unlikely to grow until 2019/2020 at the very earliest, so we need to find new ways of supporting people through better early intervention and prevention services.
- The Council will need to look at how services are delivered in order to invest wisely in services to meet future demand.
- The way in which care is commissioned and purchased is changing, with more people taking the opportunity to manage their own budgets and purchase their own care.
- The Council is working closely with its partners to understand what support works best, and how this can be most effectively delivered to improve the well-being of local people.
- The Council is keen to work with providers who can help them meet the outcomes they want to achieve.

Below are some of our commissioning priorities over the coming year:

- As part of our ongoing improvements to services we are reviewing our in-house day opportunities services; residential and dementia care services.
  - We are refreshing our carers strategy, and seeking ways to improve our information, advice and guidance services for people within the Borough including those that fund their own care.
  - We are also working closely with our health partners and Public Health colleagues to ensure that where possible early intervention and prevention services are integrated and made accessible to everyone in Waltham Forest as part of our Better Care Fund Plan.
- We have completed our Mental Health strategy for 2013-2016 and we are currently in the process of reviewing our Learning Disability strategy.
  - We are commissioning an 'e-Marketplace' designed to bring together information and advice on the services available to people living within the Borough, and we will expect our providers to contribute to this as it develops over time.
  - Complete the review of current day service models and daytime activities to look at both the quantity and quality of current provision.
  - Expand and sustain the use of preventative technologies (including Telehealth and Telecare) to support older people to live independently at home.
  - Increase the provision of 'housing with care and support' and associated services, for people with high levels of need (including people with dementia and complex needs).
  - Review our progress against the Extra Care Housing strategy and continue to invest in this areas.
  - Grow mental health and learning disability supported living schemes.



# 6

## **Supporting the Market**

## 6 Supporting the Market

### 6.1 Our commitments

In practice this means there will be a reduction in the number of block contracts from the Council, and that providers will need to consider how they can ensure their business can meet service user and their carers identified outcomes.

We know that change won't happen overnight. We also understand that for many providers significant changes can appear daunting. That's why we're proposing to do things differently this time, building community capacity and looking at the whole of our social care system to transform the type of care we offer. We want to work with providers through this transition period and support them to become more aware of the social care market and how their business supports this.

We want to build a mixed economy of providers – some large and some small, from the independent and voluntary sectors. But we recognise that each part of this economy will need slightly different types of support.

We see the voluntary sector in Waltham Forest as a key resource in developing our vision for early intervention and prevention, and recognise that much needs to be done in building capacity and supporting voluntary sector organisations identify opportunities and expand their current contribution to service users in Waltham Forest. With the reduction in funding for the third sector we realise that this is a greater challenge than ever before,

This is in part due to the changes in funding which occurred under the budget cuts the Council had to make and we recognise that consequently we have lost some of the social capital that existed in the Borough. We want to try and address this, by working proactively with our voluntary sector to produce a more co-ordinated set of support services and explore new models of delivery to help the people within Waltham Forest.

We will engage with the community and voluntary sector to look at ways in which we can support groups to respond to the change agenda laid out here; build up volunteering capacity within the Borough; share good practice and encourage collaboration; and attract external funding from other sources to support the Council's Early Intervention and Prevention programme.

#### **Good Practice Case Study**

Branches Night Shelter: a charity supporting homelessness in Walthamstow, works with the local authority, CCG and other charities to offer shelter and food, and access to primary healthcare, drug and alcohol support, benefits advice, employment opportunities, mental health support and counselling.

Our commitments to the market are to:

- Make information available to the market about what people are spending their budgets on and what they would like to buy if it were available so that providers can adapt and respond.

- Build constructive partnerships with providers and supporting them through the transition to different ways of working, e.g. training in person-centred approaches and workforce development.
- Work with providers to stimulate the development of new services that people say they want.
- Support innovation in the third and independent sector and stimulate the development of user-led organisations modelled on existing centres for independent living.
- Encourage providers who can offer innovative approaches to ensuring that more people with learning disabilities or mental health issues can access long term employment opportunities.
- Explore the opportunities to support the market through better co-ordination of services, direct funding, increasing volunteering and social capital, and providing good quality information and guidance for people using their direct payments to access early intervention and prevention services.

### **Good Practice Case Study**

As part of our decommissioning arrangements for Day Opportunities block contracts, during 2014/15 we put in place a transition package to support the organisations affected. This involved commissioning an external organisation to work with the organisations both on a one-to-one and group basis to look at their business models, support them with capacity building and identify opportunities to diversify in to more person centred support services.

## **6.2 Changes in the way we work**

The first step in this process is developing and publishing a series of position statements on what we see the current issues are within the care market in Waltham Forest for both independent and voluntary and community sector providers. We will be actively engaging with all our providers, service users and politicians to ensure these capture and reflect the views of our local communities. We will also look at ways of supporting innovation in the market place through refreshed provider forums, workshops and training events to tackle specific issues and concerns.

There will be changes in the way we work, most notably:

- The 'E-marketplace' will be a central resource hub for providers and service users alike to come together and share information on the range of services on offer within the Borough.
- A range of market engagement events, offering opportunities for providers to showcase their services, network with other provider organisations and share best practice.
- We will also be looking at what training and development support we can offer for small organisations seeking to respond to tender opportunities within the Council.
- We will also seek ways to build social capital through volunteering and peer support.

## **6.3 Business Support**

### **Need information on working in the Borough?**

**Waltham Forest Council** offers a range of support, advice and guidance for businesses and voluntary and community organisations, including information on business rates and access to grants and funding. Our website has further information on the business support we can offer:

<http://www.walthamforest.gov.uk>

Alternatively you can contact the Business Support Team at:

[business.support@walthamforest.gov.uk](mailto:business.support@walthamforest.gov.uk)

The **Waltham Forest Business Board** has been developed as a strategic body to work in partnership with the London Borough of Waltham Forest to ensure that the Borough is one in which business can thrive and stay. The Board has a key role in interfacing with the Council and the business community to ensure the voice of business is heard by the Politicians and Officers of the Council. It provides information on working in Waltham Forest and a range of local business links on its website:

<http://www.walthamforestbusinessboard.com/>

### **Are you in the Voluntary Sector?**

Voluntary Action Waltham Forest offers advice and support to voluntary and community organisations within the Borough. It helps them become more sustainable and offers a range of training opportunities in areas such as safeguarding, governance, financial management, fundraising, and working in partnership with independent and private sector organisations. More information can be found at their website:

<http://www.voluntaryaction.net/>

### **Looking to start up a new business?**

The Council supports new business via existing programmes such as Start-Up Loans and New Enterprise Allowance Scheme. The business loans range from £2,500 to £10,000, and each loan is coupled with an expert mentor from your region and industry who will support you in the initial phase of business development. Further details can be found on our business pages.



# 7

## **Next Steps, Further Information and Feedback**

## 7 Next steps, Further Information and Feedback

This statement is just the first step in the Council committing to working with providers in the future. It will be reviewed in 2016 to ensure the contents are still up to date, and refreshed in 2017/18 to ensure that the data and market information is correct and relevant.

We hope that it helps aid you in your business planning processes and as such we welcome your input or thoughts on the commitments we have outlined here.

- Which areas have you found most useful?
- What additional information would you like to see in the future?
- Is there any specific information you think is missing?
- How can we improve the document?
- How can we keep you updated?

To answer the questions, get further information or details on how you can participate in our provider forums or consultations please email:

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