



# VISION 2030 SANDWELL

## Care and Support Market Position Statement Sandwell Adult Social Care 2018/19

# Introduction

Sandwell Council are pleased to present an updated Market Position Statement for 2018/19. This is an interim document which sets out our vision for care and support services for adults in Sandwell and the Council's intentions as a strategic commissioner of services whilst a more comprehensive and dynamic MPS is developed ahead of a launch in April 2019.

We would be very keen to hear your views on what information and data you require from our MPS so please contact us on [asc\\_admin@sandwell.gov.uk](mailto:asc_admin@sandwell.gov.uk)

## About this Market Position Statement and its purpose.

Strategic commissioning is about analysing and prioritising needs in our communities and designing and securing services that target our resources in the most effective way.

The document is aimed at current and potential providers of care and support services so that they can understand the present and future demands and how services can respond to the needs of Sandwell residents in a personalised way.

The Market Position Statement includes an analysis of the care and support market in Sandwell and it's evidence based. This brings together data from a variety of sources including the Joint Strategic Needs Assessment, commissioning strategies, and market and customer feedback.

By using the Market Position Statement, independent, voluntary and community organisations can learn about future opportunities and how they can develop services to address local needs.

**We want to create a market which thrives on excellence and provides good quality services where people can achieve better outcomes, safely and independently in their communities.**



## Direction of travel

Care and Support in Sandwell reflects and is determined by:

- National policy, legislation and direction from central government;
- The priorities and needs of local communities and people;
- The resources and assets available across the health and social care system and in the wider community.

### National policy

The policy direction for social care in England is towards people not organisations having choice in the care and support they need.

The Care Act 2014 provides the legislative basis for a system that:

- Promotes wellbeing and the prevention, delay and reduction of needs
- Ensures a diverse, high quality and sustainable market for care & support services
- Organises and integrates the health and social care resources that are available within the system for better value and outcomes
- Introduce funding reforms that seek to allow for the deferral of payments for care and support.

The focus is on wellbeing within a system that seeks to prevent, delay and reduce needs, whilst improving outcomes for people who use care and support services.

### Local priorities

Our key priorities for the Adult Social Care, Health & Wellbeing Directorate are as follows:

- We want children in Sandwell to get the best start in life. We will work with our partners to deliver positive interventions that make a difference to children's lives that ensure all children in Sandwell are healthy and safe.
- We want all adults living in Sandwell to have excellent physical and mental wellbeing. We will offer a package of support with our partners to improve physical health and support people through mental ill health.
- Residents of Sandwell should benefit from access to joined up health and social care to ensure that they stay well within the community for as long as possible and so that they are discharged from hospital as soon as medically fit. We will work seamlessly with health partners to provide a joined up approach to health and social care, ensuring that the most vulnerable people in our community are protected.
- We want all residents of Sandwell to be active, engaged members of the community. We know that some members of the community will require more assistance to achieve this and so additional support will be provided to individuals living with a disability to provide help with accommodation and employment.
- We want vulnerable people living in our community to live free from abuse and neglect. We will work with partners across Sandwell to protect those at risk of harm.



# Integration in Sandwell

The Better Care Fund (BCF) is working together to integrate Health and Social Care services in Sandwell. Sandwell and West Birmingham CCG and its Local Authority Partners in Sandwell have a long history of working together to improve services for local people. By harnessing its potential to deliver truly integrated care, the BCF offers a genuine opportunity for partners to develop effective and sustainable services capable of meeting unique needs of local people and communities.

The purpose of the BCF in Sandwell is to:

- Commission integrated services that improve health and social care outcomes for people.
- Use pooled budgets to support the delivery of local integrated health and care systems
- Protect social care services and support system resilience
- Improve service efficiency and value for money

The BCF is currently investing in a number of projects and services in Sandwell.

## Reducing resources

Like other local authorities, we are facing substantial financial and demographic pressures as budgets are limited and our older population increases.

Government cuts to the level of funding that councils receive have meant that we are now facing an unprecedented reduction in the budget for adult social care. These cuts have come at a time when the number of adults with disabilities and older people requiring social care services continues to grow.

We need to change the way in which we operate to meet the many challenges that lie ahead. This will involve changing our current methods of commissioning, procurement and service delivery. In doing this it is inevitable that activity will be reduced or cease altogether in some areas.

At the same time, we need to identify and develop the range and quality of community resources that people can use in order to maintain their wellbeing and independence.

**Our challenge is to enable people to do as much for themselves as possible with the personal and community resources that are available to them.**

## A plan for change

The analysis summarised in this Market Position Statement makes the case for change across the care and support system and we want to work with providers to help us achieve this.

**Ours is a vision, consisting of three elements, which will enable people to live longer and healthier lives and require less support from social care and health budgets:**

**Prevent** – helping to prevent people from becoming ill or dependent;

**Rehabilitate** – ensuring people recover from illness or dependency which is amenable to effective treatment;

**Care** – ensuring people who have long term conditions or dependency receive effective, quality care and support with dignity.

We have identified a number of strategic imperatives that will help us to deliver this vision:

- Integration with health, providing opportunities to do things differently;
- A new relationship with Sandwell residents, built around people taking personal responsibility for their wellbeing;
- A new relationship with communities, so that people are better supported and enjoy access to a range of local supports
- Demand management, through effective services that prevent, delay and reduce people's needs for long-term care and support;
- Transforming public services, breaking down boundaries between the council, our partners and our communities;
- Investing for the future, by supporting initiatives that deliver long term savings whilst improving health, public health and social care outcomes.

Change is vital - not just to cope with the challenges we face - but to meet the needs, expectations and choices of people today and into the future.

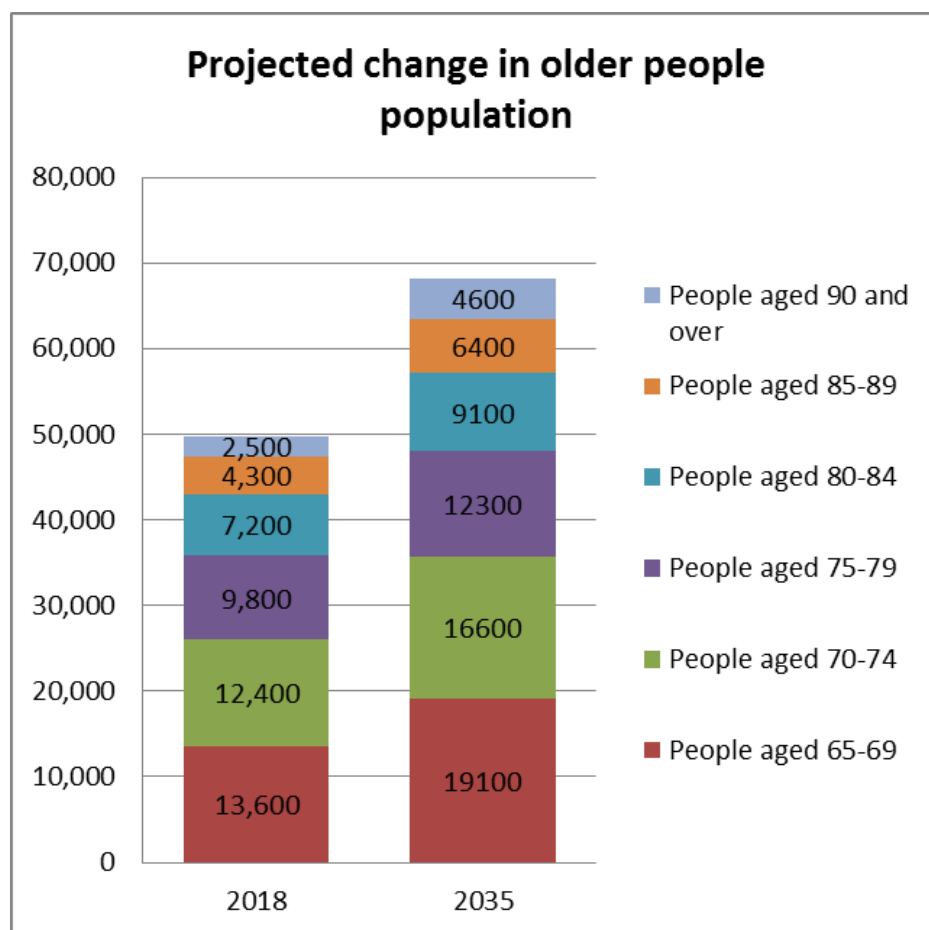


## Current and future demand

Demand for care and support from demographic factors in Sandwell is expected to continue to rise, influenced by projected changes in the age and ethnic profile and the underlying health needs of the population.

### Demographic profile – trends and forecasts

The population of the borough in 2018 is estimated to be 327,600 and is projected to rise to 369,000 by 2035



**Figure 1: Projecting population growth of people aged 65+ to 2035**

While the overall population is projected to increase by 12% the most notable change is the increase in the number of people aged over 65. It is forecast that people will be living longer and it is projected that the number of people aged over 85 will increase by 62% by 2035. Those people living over 90 years of age is project to increase by 84% by 2035.

At the last census around 26.5% of the population of Sandwell was of black or minority ethnic origin, with around 14% of adult social care service users being of BME origin. The difference can be explained by the age profile of BME residents, which is somewhat younger than for the population as a whole. As the population ages it might be expected that there will be proportionately more BME residents using care and support services in future and it will be important for the market to ensure that services continue to meet the increasingly diverse ethnic and cultural needs of our residents.

The health of people in Sandwell is generally worse than the England average. Life expectancy for both men and women is lower, while disability free life expectancy at only 9 years for both men and women is low.

As people pass through the NHS acute system and leave hospital there is often a need for social care provision. This might be short-term and recuperative in nature, where 'step-down' and reablement support is most appropriate, or of a longer-term nature. As hospital trusts seek to return people to community living there can be significant seasonal demand pressures from this source and it is important that the market develops appropriate services to help people remain independent.

### Demand for publicly funded care and support

As at the 31 March 2018 there were 3,709 people eligible for support under Care Act criteria where Sandwell Adult Social Care commissioned or provided their care and support. Currently two thirds of the demand for council funded care and support comes from people aged 65 and over and as this population grows and ages it will be important to ensure that services are available which support older people to remain active and connected to their community and networks.

The London School of Economics has undertaken projection modelling to 2040 on the number of users of local authority funded care and support. The analysis suggests that nationally the number of older users of local authority funded home care services or direct payments is projected to increase by 87%. The number of older people in local authority funded residential care will need to rise by 67%. These projected increases in demand reflect the need to keep pace with demographic pressures rather than any forecasted changes in national or local policies.

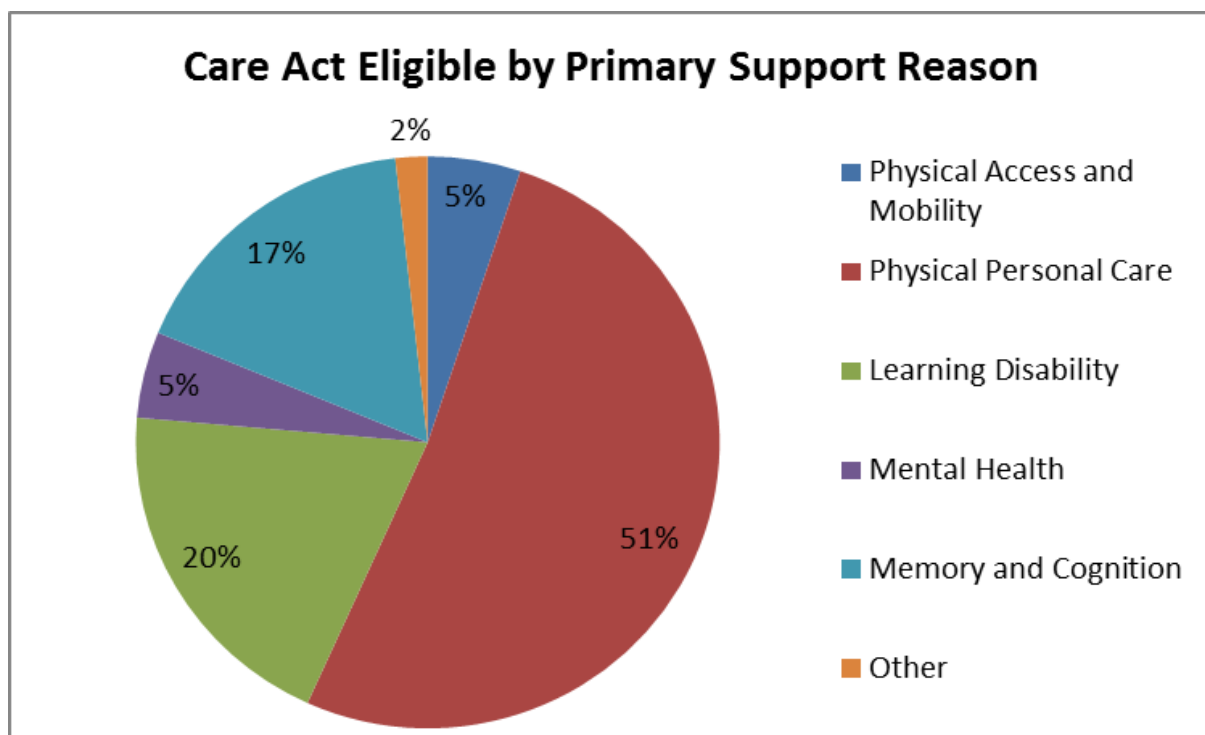


Figure 2: Care Act Eligible by primary reason for support (March 2018)

There are geographic differences in demand for council funded care and support across the borough. The highest demand comes from the Greets Green & Lyng, West Bromwich Centre, and Wednesbury. Deprivation, unemployment and age are amongst the factors influencing demand in these wards.

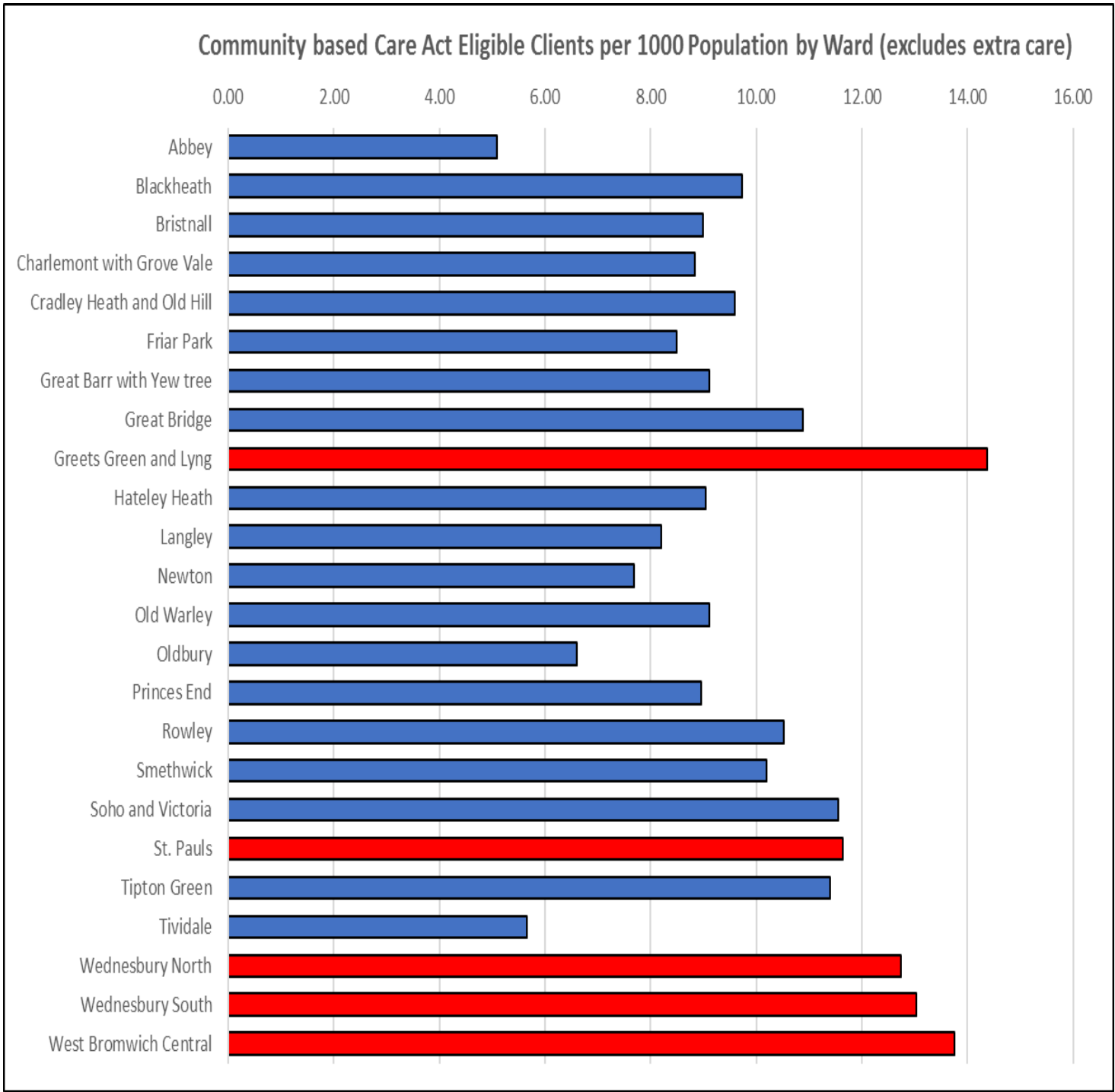


Figure 3: Care Act eligibility by Ward



## Demand from people who fund their own care and support

The Care Act makes it clear that the council's duties are to the whole of the population and not just those who are eligible for funded support. We recognise the need to understand more about those who fund their own care and aim to work with providers and self-funders to build this understanding

Locally, the Annual Adult Social Care Survey 2018 suggests that around 40% of people that the local authority supports also buy additional care and support privately or pay more to 'top up' their care. Legislative changes to the way that care and support is funded will further increase the demand for publicly funded support from amongst this group. Faced with a continuing government squeeze on budgets, the council needs to become adept at managing demand by preventing, delaying and reducing needs and by promoting wellbeing and independence. Whilst we will continue to provide support for those who need it and who meet eligibility criteria, we will increasingly need to focus on what people can do, either for themselves or with community-based support, rather than on what they can't do.

A preventative approach means that everyone - not just those in receipt of funded care and support – will benefit from the assets and resources available within the system. We need to understand more about the needs of people who fund their own care and support so that we can design a preventative system that is appropriate to the needs of everyone.

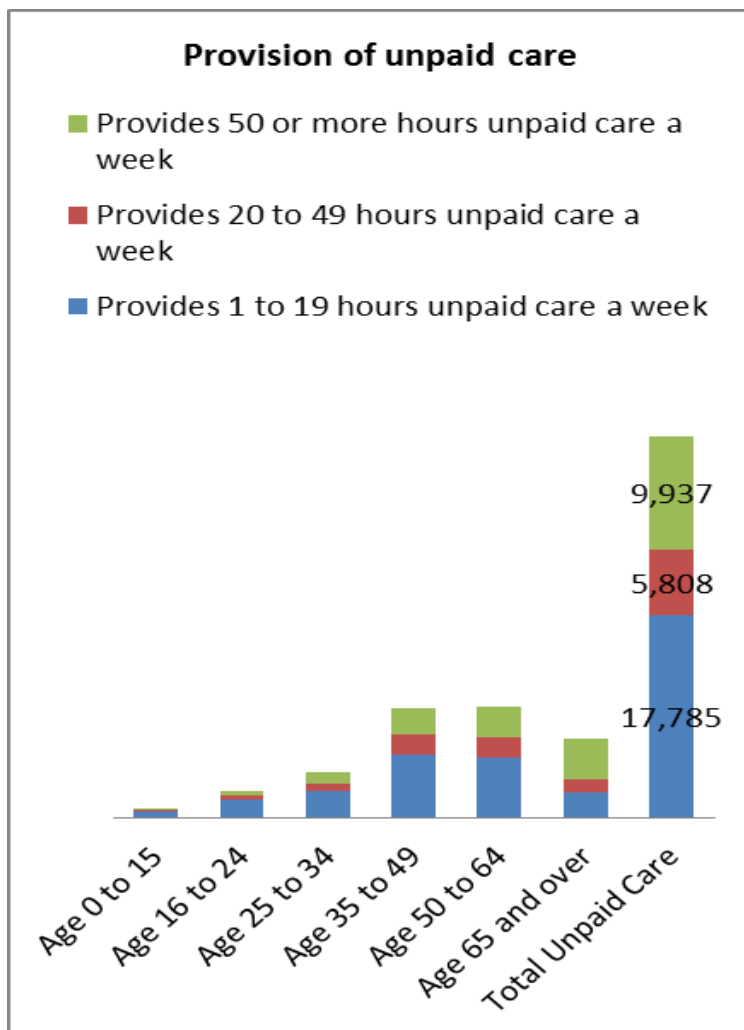


Figure 4: Unpaid care in Sandwell

# Carers in Sandwell

At the time of the 2011 Census, a total of 33,530 people in Sandwell (10.9% of the population) provided unpaid care to others. Almost 30% of these (9,937 people) were providing 50 or more hours of unpaid care a week.

There are just under 7,000 people aged 65 and above who provide unpaid care of whom 3,552 provide more than 50 hours of care per week. According to the council's 2017 carer's survey, 41% of respondents reported providing more than 100 hours of care per week.

As the population ages and people live for longer with increasing care and support needs, it is expected that the number of older carers will increase, and this group is itself likely to experience increasing need for care and support services. The council and its partners are currently developing a new local Carers Strategy based on the National Action Plan requirements.

The five priorities and outcomes described in our Carers Strategy are:

## **Priority 1.** Support that works for carers

**Outcome:** Quick access to effective support including crisis support, to meet needs and prevent carers increasing

## **Priority 2.** Work, learning and money

**Outcome:** Supported prevent hardship from caring

## **Priority 3.** Young Carers, Young Adult Carers and Parent Carers

**Outcome:** Young carers protected from inappropriate caring, all carers can develop and thrive like other parents and children

## **Priority 4.** Carers in the Community

**Outcome:** Recognised, values and feel they belong in the community

## **Priority 5.** Improving what works for carers lives

**Outcome:** Health, social care and voluntary sector work together to improve carers lives



# The state of supply

## National overview

The Government spent £15.3 billion during 2017-18 on adult social care in England.

Nationally, the largest providers of both residential care and home care are corporate providers although the market is well populated with small independent and voluntary sector providers working alongside larger corporate interests.

## The local care and support market

The council's duties in respect of the local market extend to both state-funded and self-funded provision and are set out in the Care Act. This requires that the council ensures the diversity, quality and sustainability of provision.

We recognise the need to strengthen our relationship with providers who are active in Sandwell but not currently contracted to the council so that we can meet these obligations on behalf of all those using care and support services.

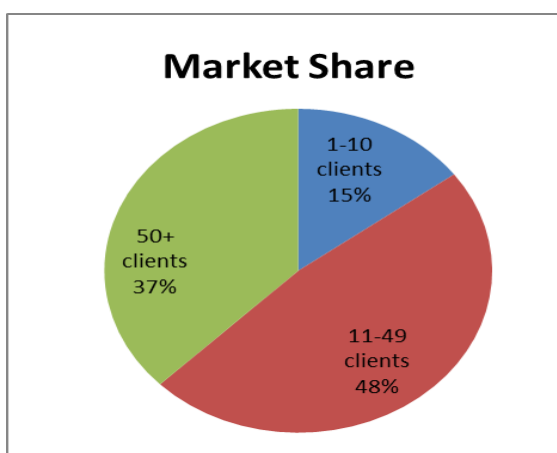
## Diversity & sustainability

Local care and support services are provided by a diverse range of providers from Sandwell and surrounding area.

According to Care Quality Commission data there were 169 'active locations' registered to provide care and support in Sandwell in December 2018. However, provision in Sandwell is drawn from a wider geographic pool of providers - for example, there are almost 600 active care locations in the combined Black Country Authority areas, whilst the council currently does business with approximately 275 independent sector providers.

Many Sandwell residents access services from providers registered outside of the borough and this increases significantly the size and diversity of the market. This ensures that people are able to choose the provider and services that are most appropriate for their needs and provides some assurance that the market would be sustainable in the event of provider failure.

Where the council arranges care and support services for eligible clients we tend to buy services from a small number of large providers. Of the providers that the council currently does business with 21 providers are supporting over half of our client base. Whilst two thirds of the providers that we do business with, each support 5 users or fewer funded by Sandwell Adult Social Care.



**Figure 5: Council funded care and support market**

## Quality and outcomes

Quality of provision is measured in several ways such as Care Quality Commission (CQC) inspections, the providers own Quality Assurance systems and Adult Social Care. We seek to influence quality amongst those providers who are contracted to the council but currently have no arrangements in place that allow us to influence providers who exclusively support those who fund their own care.

A relatively small number of recent CQC inspections identify instances whereby services require improvement in respect of CQC 5 key lines of enquiry.

Satisfaction with care services in Sandwell is generally high, with 64% of people responding to the 2018 Annual Adult Social Care Survey saying they were extremely satisfied or very satisfied with the services they received.

Quality of provision is ultimately determined by the outcomes that people are able to achieve as a result of the supports they use. Outcomes are measures of performance that focus on:

Enhancing quality of life for people with care and support needs

Delaying and reducing the need for care and support

Ensuring that people have a positive experience of care and support

Safeguarding adults whose circumstances make them vulnerable and protecting them from avoidable harm

We will continue to review the make up of the current market to ensure the availability of quality of provision in Sandwell that achieves consistent and demonstrable outcomes.





# Affordability

In 2018/19 the council expects to spend **£97 million** commissioning care and support services. This is in addition to a range of directly provided support.

In response to reductions in the local government financial settlement Adult Social Care will need to identify budget reductions of £9.9 million during 2018/19 and 2019/20. There is limited information on the likely level of resources beyond April 2020 and therefore savings targets have not been estimated beyond this date. The service will also need to identify budget savings to redirect resources to fund inflationary increases in commissioned care. These increases are estimated to be in the region of £3 million per annum.

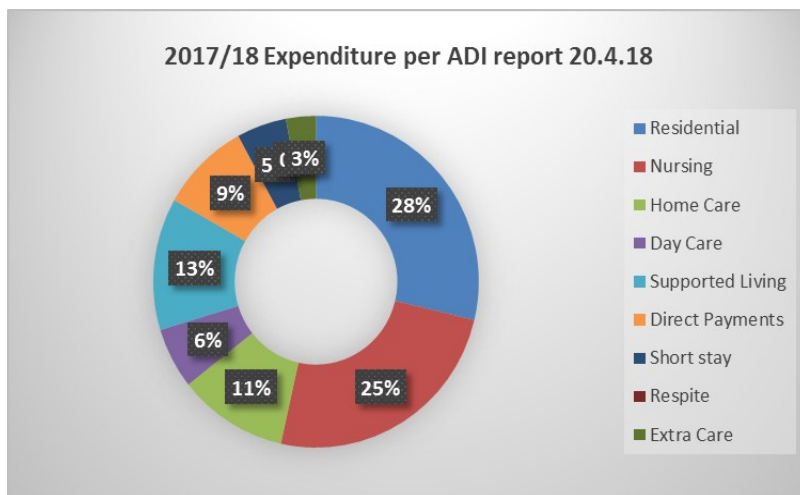


Figure 6: Where the council spends its budget

## How we meet needs

The council makes information available about care and support providers through its Information Point Directory and 77% of clients reported in the annual survey that they find it easy to find information and advice about support, services or benefits. We will seek to enhance our information offer so that people can make informed choices about their care.

We aim to reduce the demand for long-term care and support through services that prevent, delay and reduce needs, including use of assistive technologies that allow people to remain living independently in their own homes.

The needs of eligible clients are met in several ways, with an increasing reliance on accommodation-based support (extra care, nursing care, residential care etc.) as people age.

Day care and supported living solutions are mostly taken up by younger adults, therefore we need to ensure that in the future these services will support people to fulfil their aspirations and achieve an active and independent life

Residential and nursing provision is predominantly used by people aged 65 and over (with the majority of residents being over 75). Approximately 80% of home care clients are aged 65 and over.

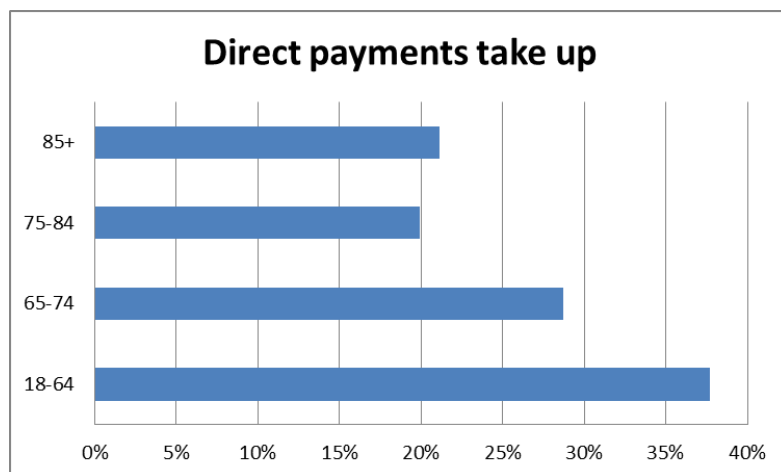


## Summary of analysis by type of provision

Whilst our Market Position Statement covers the whole of the care and support market, the following points about specific forms of provision are intended to illustrate where specific change is required.

### Direct payments

Whilst direct payment take-up is reasonably well established amongst eligible adults we wish to encourage more people to take this option so that they can take more control of their care and support.



**Figure 8: Direct payments uptake**

Satisfaction with direct payments is high and we wish to see greater take-up across all client and age groups and a more even distribution across electoral wards.

As more people take up direct payments there will be a transfer of buying power from the council to individuals. This means that providers will need to develop more personalised services if they are to attract individual clients as council purchasing reduces.

We recognise that some people will require expert support to help them to manage and utilise their direct payments and hope to encourage providers to offer support arrangements through Individual Service Funds and services which support people with the administrative side of having a direct payment.

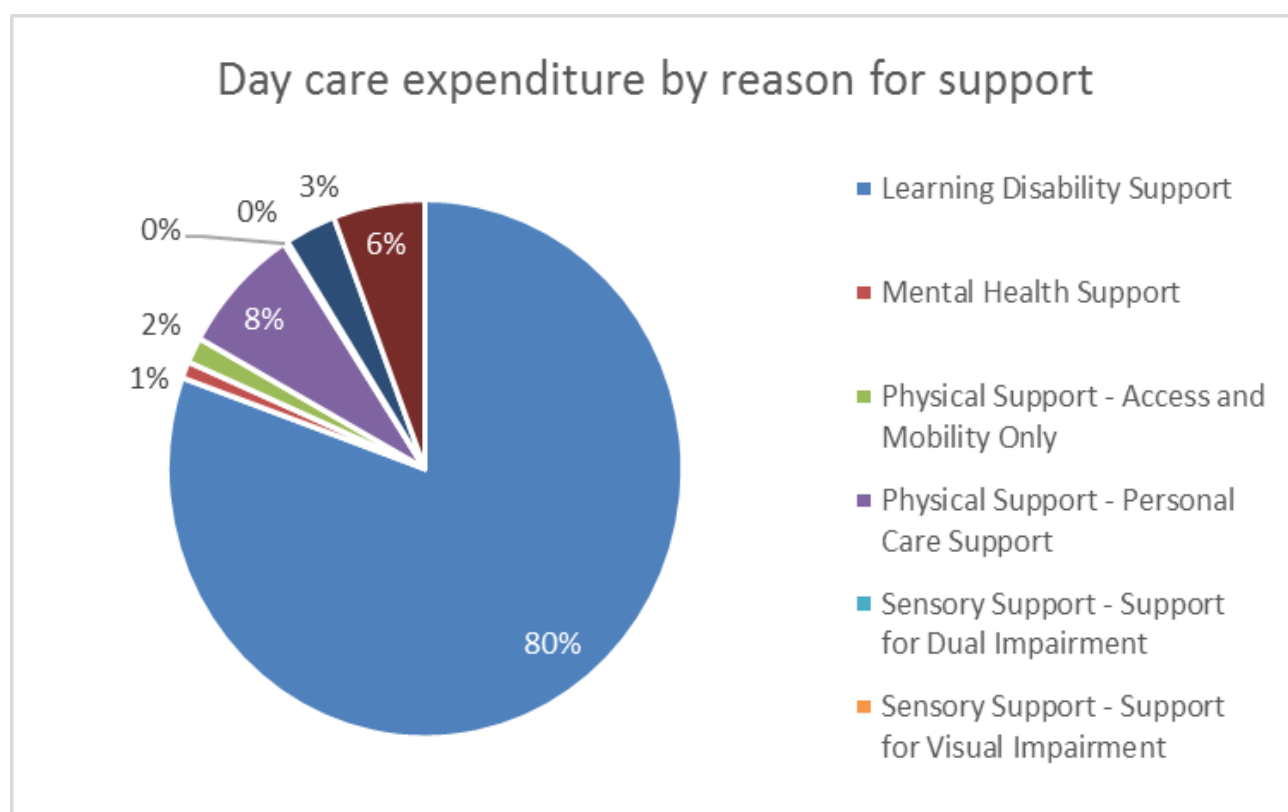


## Day care

As at September 2018 the council commissions day care services on behalf of 341 adults, from 24 independent care providers at a cost of £3.8m per annum. The largest independent sector provider (by client numbers) accounts for approximately 30% of the total spend on independent sector day care. The council also funds 8 in house Day Care services that support 206 users at a cost of £2.1m per annum.

Sixty-six per cent of day care clients have a learning disability and this client group accounts for approximately 80% of all expenditure on day care services.

The location of day opportunities in Sandwell broadly maps onto geographic concentrations of demand.



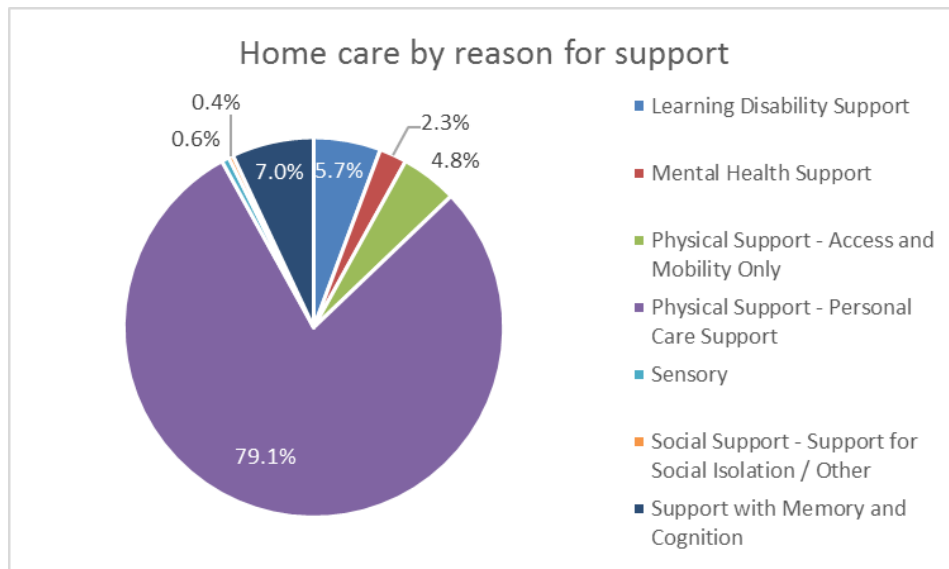
**Figure 9: Day care expenditure by need**

As the population ages we wish to see a broadening of day opportunities, particularly for older adults, who currently utilise 30% of day care spaces despite representing 67% of all Care Act eligible clients.

We consider that it is essential to move away from traditional services to community based universal provision (such as at the Portway Lifestyle Centre) and to offer services which enable people to have improved employment opportunities.

## Home care

There are 1,244 eligible adults receiving council funded home care services in Sandwell. Services are commissioned from 46 independent providers at an annual cost of £10.7m. Seven providers on the framework support over 60% of the client base. Nearly eighty percent of home care service users are aged 65 and over.



**Figure 10: Who uses home care services?**

Home care is spread across a range of providers although 26% of home care service users with a learning disability receive their support from 1 organisation. Nevertheless, it appears that the home care market is reasonably diverse and offers a wide choice of provision.

## Extra care

There are 9 extra care housing facilities in the borough. There are currently 163 eligible adults in Sandwell in receipt of extra care services, with the council spending £2.6m per annum to commission these services directly. In addition to this there are a number of eligible adults that live in Extra care but receive a direct payment from the local authority to fund their care and support. The total number of people in extra care either commissioned by the council or via a direct payment is 210.

Extra care services are mainly used by older people and people with a physical disability. There are extra care providers in the wards of Tipton Green, Greets Green and Lyng, Soho and Victoria, Old Warley, Hatley Heath and St. Pauls.



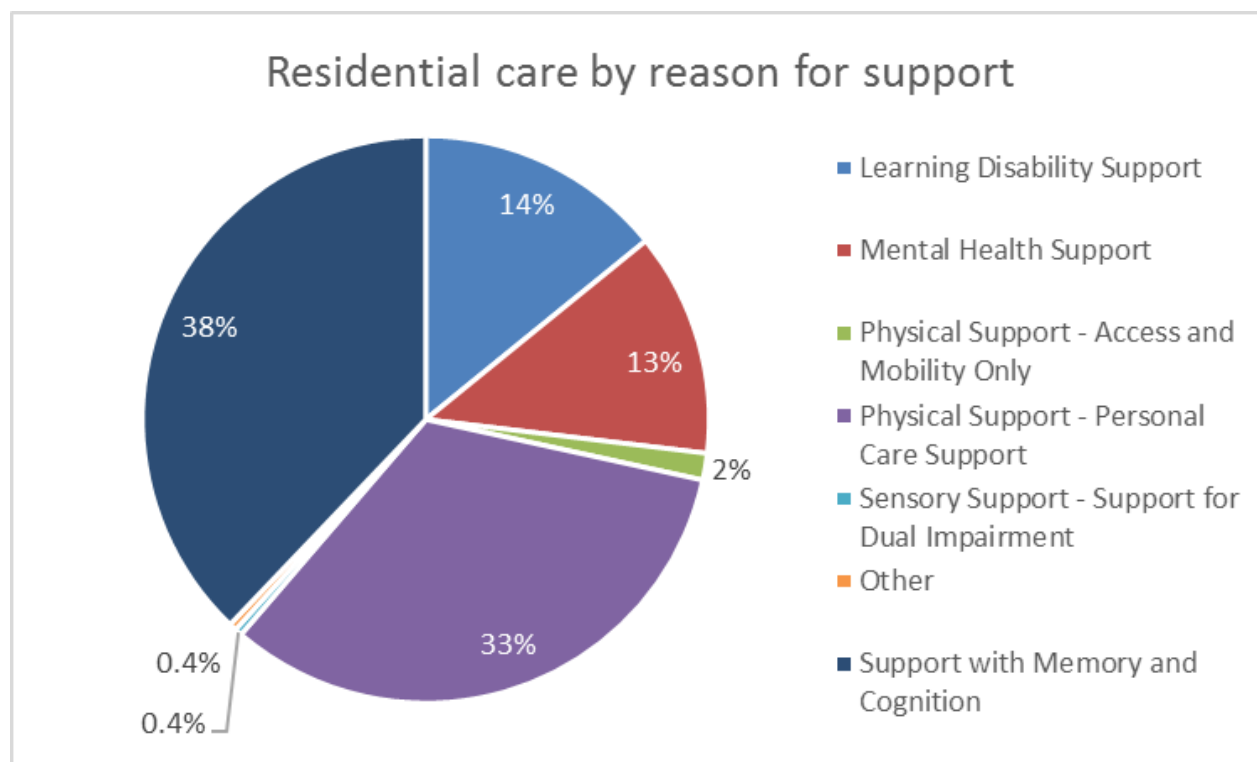




## Residential care

This is the council's highest cost pressure, with the Adult Social Care budget funding residential care placements for 721 eligible adults at an annual cost of £27.9m. Clients reside in 161 homes.

Expenditure per client is driven by a range of factors, including complexity of need and length of stay. Approximately 30% of residential care expenditure is required for residents with a learning disability, who make up 14% of all residential placements.



**Figure 12: The needs of residential care clients**

The distribution of care home beds in Sandwell broadly reflects the demand for residential care, with choice only limited by bed availability and the need for specialist accommodation.

There are proportionately more safeguarding enquiries related to residential and nursing care settings (c.42% of S42 enquiries) than comparator councils (c. 32%) and the all England average (c.36%).

## Short Stay Accommodation

The council funded short stay accommodation for 638 clients during 2017/18 at an annual cost of £4.3m. This included short term residential and nursing care, enhanced assessment beds and respite care provision.

Most short stay clients are aged over 65 and have the primary support reason memory and cognition or physical personal care.

Whilst there are a number of providers who can, subject to bed availability, accommodate older adult's residents the choice for those with more complex needs is more limited. Whilst demand in these areas is low, capacity is likely to be an issue preventing timely placement of people into appropriate short stay settings.



## Supported living

There are 267 eligible adults in Sandwell in receipt of supported living services, at a cost to the council of £12.1m per annum.

Supported living services are purchased by the council from 32 providers. The largest providers by client numbers support a third of the client base

The majority of clients (90%) are adults whose primary reason for support is a learning disability and this category accounts for 92% of supported living expenditure. Whilst demand from other client groups is low, this may be as a result of limited choice in the market, with small numbers of providers catering for the supported living needs of all but those with a learning disability. This might also explain the high cost per client for supported living relative to other types of provision.



# Opportunities for providers

We wish to realign provision in Sandwell to the needs of residents in the context of our vision to prevent, rehabilitate and care – recognising that financial constraints will require us to use our resources differently.

We envisage a diverse and sustainable care and support market in Sandwell and believe that there is room for high quality providers of all sizes to flourish. We recognise the need to encourage and support small local based providers so that they can operate on equal terms with larger organisations.

Providers will have a significant role to play, by offering solutions that progressively enable people to recover and maintain/improve their independence, thereby reducing the demand for ongoing care and support. By developing more preventative services, providers will potentially be serving a much bigger market than at present.

We hope to work with providers over a range of initiatives including:

- Increasing the options for people who require 'day opportunities' to promote their enablement and support them to remain active and connected to social networks within their community.
- Identify alternative options in procuring support for people with a Learning Disability to ensure choice and quality
- Commissioning universal services which prevent the onset of ill health and the need for higher level support
- Strengthening reablement services so that people can regain their independence on discharge from hospital
- Building the use of assistive technology and telecare solutions into support plans
- Developing money management and money advice services, so that people understand the financial choices available to them and are supported to manage their personal budgets effectively
- Providing advocacy support so that people can make their own decisions
- Increasing employment opportunities for people with physical and learning disabilities
- Improving access for carers who do not meet eligibility criteria to time-limited support

We wish to continue our dialogue with providers to explore issues such as quality and the relationship between cost, price and outcomes. Including:

- Better access to supported living and extra care schemes so that people have a wider range of choices about the type of accommodation they live in
- Efficiency savings across the provider market
- Services being personalised around the needs and aspirations that people have and the outcomes they wish to achieve

We wish to increase the range of community-based activities that are available to support people and will:

- Work with the voluntary sector to develop a more robust community offer
- Work with local communities and groups to develop a volunteer scheme
- Work with local communities and groups to strengthen networks of support

We are committed to actions that help to improve outcomes for people with care and support needs in Sandwell and will engage with our communities to ensure that we are making progress.

## Looking ahead

We need to change the way in which we operate in order to meet the many challenges that lie ahead. This will include changing our current methods of commissioning, procurement and service delivery.

At the same time, we need to identify and develop the range and quality of community resources that people can use in order to maintain their wellbeing and independence.

We have worked hard to develop and maintain excellent levels of service for Adult Social Care service users and carers.

### Future levels of resourcing

Like other local authorities, we are facing significant financial and demographic pressures as budgets are limited and our older population increases.

Government cuts to the level of grants that councils receive have meant that we are now facing an unprecedented reduction in the budget for adult social care. We will continue to work smarter with all our partners to ensure that funds that are available are used efficiently.

### Support for providers

We recognise that the demands provided by policy, legislation, demography and of course shrinking resources will prove challenging – for ourselves and for the providers who are so important to ensuring people achieve the outcomes they expect.

Over the coming months we hope to further develop our relationship with existing and potential future providers so that we can face these challenges together.

This Market Position Statement is meant to stimulate a dialogue about the kind of market that we need in Sandwell; to take this dialogue forward we intend to:

- Host a series of provider forums and provider surgeries so that we can tackle these and associated issues;
- Identify training and development opportunities for the internal and external workforce;
- Review our procurement processes
- Develop more flexible and accessible contracting arrangements, whilst moving away from block placements;
- Monitor the Implementation of electronic monitoring for in house services.
- Developing bespoke training options around Quality and Outcomes;
- Extending the scope of our Quality team to better support Learning Disability and home care provision.
- Develop a consistent approach to monitoring the quality of provision we have in Sandwell and the future direction of providers making up the market place.
- Review the current market place to ensure it is appropriately diverse and sustainable.





## Your views

We welcome feedback on our Market Position Statement and supporting Evidence Base. Please contact [asc\\_admin@sandwell.gov.uk](mailto:asc_admin@sandwell.gov.uk) with any comments you'd like to make.