

Market Position Statement 2022-2025 Ageing Well



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Introduction



This Market Position Statement is a prospectus which intends to give providers vital information to inform your business plans as well as those organisations that interested in developing new services in Bolton.



The market position statement gives our position on the care of older people, adults with physical disabilities, mental health needs or learning disabilities. It will help identify what the future demand for care and will form a starting point for identifying what care services might be provided in the Borough.



This statement has been developed in partnership with service providers and this codesign will be a key feature of how we iterate the information so we have can seek to maintain a sustainable, vibrant and agile care sector.



The statement shows the clear intent to raise our ambition around the outcomes delivered by the support and care offer. It provides a starting point for commissioners, people that use services and providers to discuss the transformation of local services



This statement aligns very closely with the Bolton Vision and its theme around Live Well and the partnership of Council, Greater Manchester Integrated Care System, BCH, Bolton FT Hospital Trust, Greater Manchester Mental Health Trust, Voluntary and Community Sector and Providers (support, care and housing).

[NWADASS Care 2030 Video link.](#)

We have a vision for people in the North West, is where every day is the best it can be. Where people live happy, healthy lives; able to live in their community with the support of family and friends and making best use of the things available to them in their neighbourhood.

How the MPS will Benefit Bolton

The Market Position Statement will support providers in the development and improvement of local services, and help ensure improved outcomes for Bolton people as well as supporting the wider health and social care system, including the below:

Service User

Improve health outcomes

More choice and control

Faster processing

Integrated Care Partnership

Reduced cost and improved markets

Enhanced resilience

Maximise use of resources

Staff

Empowerment to act differently

Ready access to quality information

Greater use of talent and development of skill sets

Provider

Intelligence to inform business plans and changes

Collaboration on new innovative asset based models

Empower to deliver outcomes

Partnership with Providers

The Providers Commitment we want is:

Those who have a track record of co-designing services with people that use or will use services.

Passionate about supporting people to maintain their independence and remain in their own home as long as possible.

Delivering and evidencing social value – investing in Bolton, providing local employment, buying local services and products.

Outcome and impact focused support which enables people to be as independent as possible (self manage, self care).

Innovative and solution focused in working in our neighbourhoods to identify and utilise local assets (including environmental) to support people.

Embedded in a culture and working ethic that is collaborative/partnership orientated.

Open and transparent around how it manages services for people it supports, employees, financial (through due diligence) and governance arrangements.

Embedded in an ethos of continuous improvement, transformation and change management to proactively adapt to changing needs and expectations of our local people.

The Benefits of Working in Bolton:

Forward facing health and care environment with ambition for transformation of services.

Collaborative and vibrant environment including working with Health and Care Commissioners, clinicians, VCSE (Voluntary, Community and Social Enterprise) sector and other providers.

Regular Communication via Provider Fora, bulletins and other information exchange mediums.

Council and GMICS intelligence will be shared with the market.

Support from the Council's Workforce Development service through a core training offer, business support, and Bolton CVS support.

Access to other council expertise such as Environmental Services, and Revenues and Benefits.

Please read our New Market and Innovations guide (Bolton Council web link) if you have any new service ideas.

Strategic Context

Bolton Vision 2030 [\(click here for more information\)](#):

The people of Bolton will be involved in their own health and wellbeing with the aim of staying well for longer and in their own homes as part of a strong, connected and engaged community

Vision principles;

- Protecting the most vulnerable
- Reforming our services in partnership
- Inclusive growth and prosperity

Vision priorities;

- Ensuring our children have the best possible start in life
- Improving the health and wellbeing of residents
- Businesses and investment are attracted to the borough, matching our workforce's skills with modern opportunities and employment
- Stronger, cohesive, more confident communities in which people feel safe, welcome and connected

Drivers of change which underpin the 2030 Vision;

- Behaviour change
- Delivering efficiently
- Rebalancing our finances
- Maximising our assets
- Engaging and empowering

Integrated Care Partnership (ICP):

It was established to develop a Single Outcomes Framework for Bolton to address these local issues and inform commissioning priorities and the performance management of the health and care system. However, it will also be used by wider partners such as the voluntary sector, housing, and police to measure their impact.

We are dedicated to achieving the following:

- People who use services having control over their daily life
- Adults with a primary support reason of learning disability securing paid employment
- Older people (65 and over) still being at home 91 days after discharge from hospital after receiving the appropriate support
- People satisfied with their care and support
- People who use services who say that those services have made them feel safe and secure

In Bolton we are passionate that we will:

- Increase the number of people living well at home
- Increase the number of people with LD who have their own front door and employment
- Improve the mental health and wellbeing of our residents
- Increase the support we can offer in our neighbourhoods
- Reduce the number of people in residential care

Key National Drivers of Change:

- GM and GMICS reconfiguration
- Health and Care Bill
- Social Care Bill – White Paper
- Procurement Bill
- CQC regulation changes
- Pending MH Bill

Key local Plans:

- [Joint Strategic Needs Assessment](#)
- GM Mental Health Strategy
- GM Learning Disability Strategy
- GM Autism Strategy
- GM Dementia United
- Fair Cost of Care

Being part of Greater Manchester:

We are working to improve the health and wellbeing of our citizens in partnership with our GM neighbours. This provides a clear direction to integrate services at a local and neighbourhood level as set out in the government's NHS Long Term Plan and Forward View. These aims are enshrined within the Greater Manchester Unified Model of Public Services and the Greater Manchester Health and Social Care Prospectus.

COVID Recovery:

The provider market has mostly been resilient in maintaining services during the pandemic and it is important that we work together to reconfigure the service offer collaboratively based on lessons learnt and future need and demand requirements.



Key Demographic Indicators

By 2030 Bolton's 65+ population is predicted to **increase** by 2030: 14.5% (7,300) from 50,200 to 57,500. However, there are notable changes expected in the population amongst particular groups of need, which will have implications for care and support services in future.

Life expectancy across Bolton for males is 77.8 and females 81.6, both below the England average of 79.6 and 83.1 respectively. Data extracted from the JSNA

No. of people predicted to live in a care home with or without nursing by 2030

No. of people predicted to have dementia by 2030

No. of people predicted to have cardiovascular disease by 2030

No. of people predicted to have hospital admissions as a result of a fall by 2030

No. of people predicted to be unable to manage at least one mobility activity on their own, by 2030

No. of people living in a care home is predicted to **increase** by 24.6% (291), from 1,182 to 1,473

No. of people predicted to have dementia will **increase** by 21.9% (735), from 3,354 to 4,089

No. of people with cardiovascular disease will **increase** by 16.5% (2,621) from 15,835 to 18,474

No. of people predicted to have a fall will **increase** by 25.8% (394), from 1,530 to 1,924

No. of people predicted to be unable to manage at least one mobility will **increase** by 19.4% (1,725) from 8,876 to 10,601

The Covid-19 pandemic did initially lead to a reduction in care home demand but that is now gradually increasing back to the trajectory outlined above.

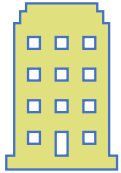
There will be more people with greater complexity of need in the future, having implications on how we design and commission services.

There will be more people with greater complexity of need in the future, having implications on how we design and commission services.

Further implications on how we commission services and prevention of this offer.

This increase has a significant implication for the health and social care system, we need to consider the design and commission of services.

Our 6 Key Priorities



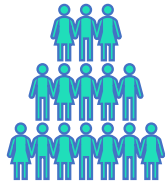
Greater neighbourhood focus working with the VSCE to enable people to use their own strengths, local assets to provide them with the quality of life and outcomes they require.

Key Priority 1



Utilising digitalisation and new technologies to transform the service offer to people themselves and at the same time become more efficient and effective businesses.

Key Priority 2



Integrated partnership working with providers and to sustain a workforce to provide an agile offer to support independence and enable people to self-care and self manage.

Key Priority 3



Market sustainability and transformation to ensure it delivers flexibility in care and support.

Key Priority 4



Support our most vulnerable residents to remain in their home with support by enabling a home first offer with care and support, complimented by use of local assets to be able to engage in their communities.

Key Priority 5



Supporting our informal carers to continue to support their families members, friends and relatives so they can remain independent at home.

Key Priority 6

Commissioning Intentions

1

Co-production of all our neighbourhood focused services such as day activities:

ensuring that people who use or will use services are continually involved in how we review and reform service provision. This will be a key part of all new service contract requirements.

2

Prevention and early intervention:

5% increase in activity and service offer by October 2023.

This will be secured through diverse funding sources such as the Bolton Fund and other funding sources to ensure we gradually shift to more of a preventative approach and increase spending on this area.

3

Informal carers:

Need to diversify and broaden the carers support offer by April 2023. Need to embrace the lived experience of informal carers to co-design and improve the service offer in the community.

4

Personal budgets and personalisation:

aim for this as a long term commissioning default Health and Social Care approach.

This will allow richer conversations with people about their choice of service and reduce barriers to achieving their outcomes.

Develop a digital market place that offers more choice and information on available support.

5

Housing offer:

To provide an increased choice of homes and support options for people as they get older. This will assist older residents to live happy, secure, productive and independent lives in their communities. This will include developing new housing, including HAPPI schemes and Extra Care Housing.

6

To support the living well at home offer by developing our local home care market:

We will involve people that use services, providers, and VCSE as key partners in co-designing a new service offer by winter 2022.

We will carry out a tender and award a new contract by Autumn 2023

7

Specialist accommodation based services:

our aim is to co-design suitable accommodation or residential based services for those people with complex needs, so they can have their needs met locally.

Prevention

Support

Specialist Support

Neighbourhood Offer

Early Intervention and Prevention

Overall market description:

This service is a diverse offer from the voluntary and community sector and Council services such as the Early Intervention and Prevention service.

How do we want to change this offer:

Our plan is to support older people and their carers to avoid or delay the requirement for formal care and unnecessary hospitalisation. We will extend the choice of this service offer by encouraging the use of peer support, carers groups, other local volunteer groups to continue to play a vital role in maintaining people's health and well being and independence at home and facilitate neighbourhood-focused groups working collaboratively to meet local people's needs, and improved digital offer.

What we fund at present:

The Council currently funds 13 specific prevention services and over time we intend that these organisations and others broaden their offer and become less reliant on our funding. There is a range of information, advice and other support services available to everyone. We also have a contract for minor adaptations, servicing of beds and hoists.



Carers Support

Overall market description:

A general carers support service that provides information, advice, informal advocacy and support to informal carers and families, and a broad offer provided by the VCSE. Carers support includes both formal and informal support, ranging from respite, therapeutic services, peer support, online support and counselling. These services are provided by our partner organisations and commissioned adult social care services. We fund short term care / respite across three locations and 12 short term care beds in care homes commissioned for pressure periods.

How we want to change the offer:

A neighbourhood-focused offer, taking advantage of technology to improve the lived experience of informal carers. The aim being:

- build resistance
- crisis prevention
- promoting independence
- enabling access to life outside of caring

What we fund at present:

Alongside the main carers support services, we also support carers with assistance at home, short breaks and respite.



Daytime Opportunities

Overall market description:

This offer covers formal/informal day services and some other support options that provide opportunities for people during the day. There are opportunities in the community for residents of Bolton. People have the option to access libraries, parks, gyms, cafés, coffee groups, luncheon clubs, etc.

How do we want to change this offer:

The aim is to improve access and engagement within their local community. We will achieve this by promoting a range of opportunities for people to access activities to avoid social isolation. This will promote wellbeing, support people to maximise their independence and achieve their individual outcomes. This will include a focus on Bolton's neighbourhoods, a growing role for the voluntary sector and opportunities for more coproduction and service user-led initiatives.

What we fund at present:

Currently fund over 2,000 day service sessions per month for older people .

Age Well at Home

Personal Budgets



Overall market description:

There are two main categories of services related to personal budgets:

- Support services to help people manage their personal budget
- Services that provide care and support that people using a direct payment may choose to use

How do we want to change this offer:

Enable greater choice by encouraging providers to have a clear offer for those using personal budgets and self-funders, and provide information for these groups of people. Expand use of Technology Enabled Care (TEC) to promote independence, including options for those using personal budgets or self-funding their care.

What we fund at present:

We commission 3 providers on a mini-framework that support people to manage their personal budgets including with practicalities, such as managing financial matters and payroll, and with brokering and organising their care and support. personal budgets are currently taken by 320 service users aged over 65 for their support, and over 609 informal carers aged over 65 have a direct payment for their support to purchase a wide range of care at home, in the community or in a care setting.

Support at Home



Overall market description:

Support at home includes home care, community-based support services, Telecare and other technology and equipment.

How do we want to change this offer:

Promote home first and enable people to remain in their own homes for as long as possible and support them to avoid hospital/care home admissions. Support independence by providing options to self manage/self help. Greater use of assistive technology and aids and adaptations and ensure this offer spans all 9 neighbourhoods. In partnership with health colleagues and providers support people who are affected by dementia, COPD, poor nutrition and hydration, and at risk of falls to remain at home.

Encourage and increase social prescribing to increase the choices people have for support while remaining living at home, for example including peer support, social groups and other informal support options from the voluntary, community and social enterprise sectors.

What we fund at present:

There are 26 contracted providers of home care and community based support for those aged 18+, and additional CQC registered providers in Bolton who deliver care privately. Care provided in 10 Extra Care schemes, Telecare Service, Care and Repair Service.

Accommodation Based Offer

Older Peoples Housing

Overall market description:

Sheltered housing provided by Registered Social Landlords. For more information please see “Independent Living - Bolton’s Housing Strategy for Older People”: [strategy](#)

How do we want to change this offer:

Improve choice that supports people to remain at home for as long as possible. We will do this by:

- Build 5 new Extra Care schemes
- Improve access to aids and adaptations
- Develop new age-related housing such as HAPPI schemes
- Develop housing suitable for those with complex needs.
- Redevelopment or decommissioning programme of unsuitable Extra Care

What we fund at present:

The care and support within 10 Extra Care schemes.



Short Breaks

Overall market description:

Residential respite beds via Block or Spot contracts.

How we want to change the offer:

Improve the support offer for carers, particularly those carers of people with dementia and complex needs to avoid crisis and enable access to life outside of caring.

We will improve choice and options for short breaks, particularly for those with dementia and complex needs.

What we fund at present:

Short term care in care homes via both Block contracts and spot purchases.



Care Homes

Overall market description:

36 care homes (which includes: 23 residential homes, 11 nursing homes, and 2 Intermediate Care homes)

How we want to change the offer:

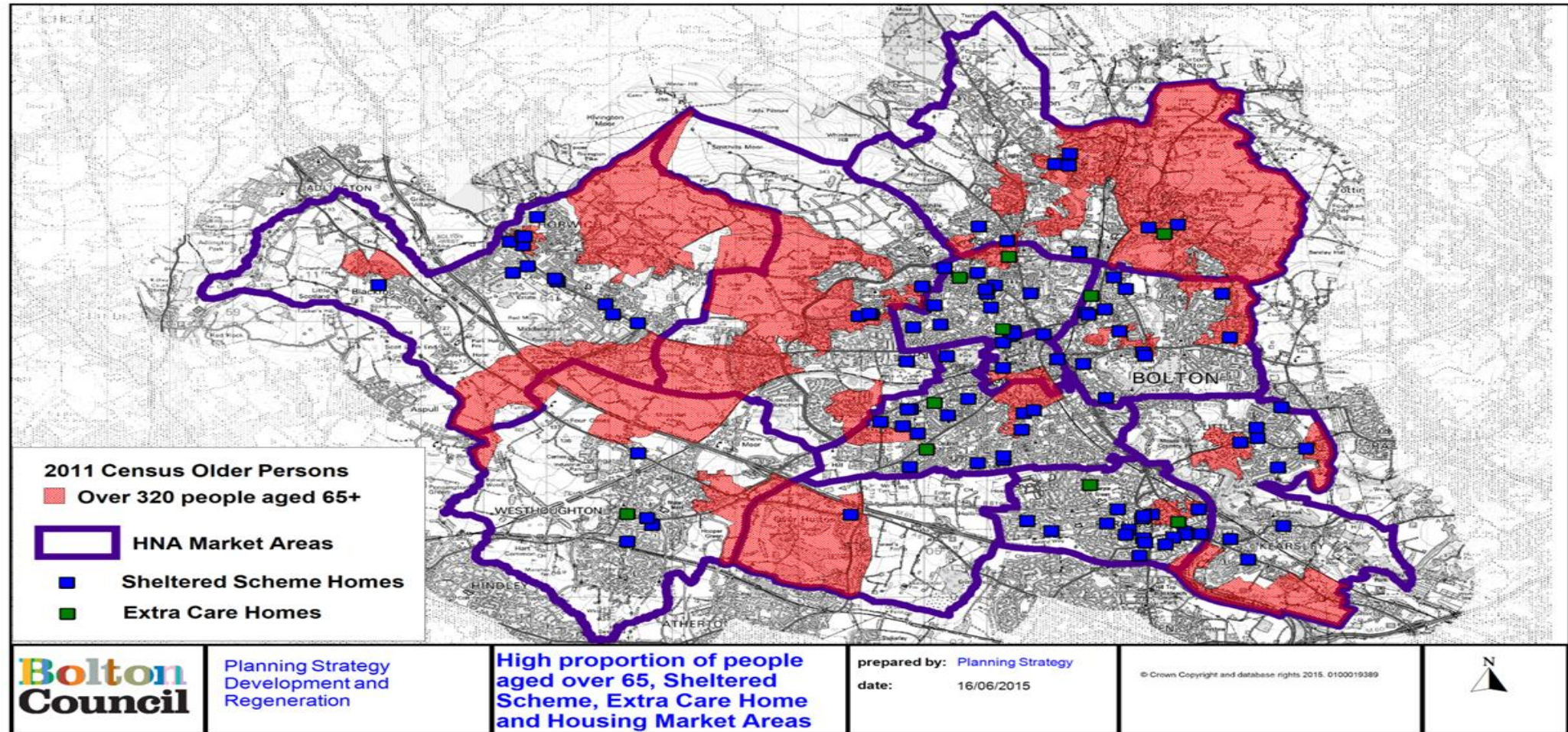
There is limited choice and provision for older people with dementia and complex needs who also require nursing care. We want to develop services that can meet the needs of these people locally.

What we fund at present:

Approximately 600 care home placements at any one time.



Supported Housing



Independent Living – Bolton's Housing Strategy for Older People

Challenges

- Bolton's OP housing market does not function as a market
- As people age there is little or no-option for move-on
- Older people struggling to live and maintain an under-occupied home, whilst much needed large family homes are not being released onto the market
- Oversupply in affordable rented sheltered accommodation
- Lack of purpose-built Extra Care Housing
- Currently one HAPPI schemes designed for retirement living
- Lack of ownership accommodation designed for lifetime living
- Overall need to improve communication, information and networks regarding choice for older people's housing options

Strategy Vision & Ambitions

To provide an increased choice of homes and support options for people as they get older. This will assist older residents to live happy, secure productive and independent lives in their communities

1. Develop our [understanding of the needs of older people](#) and continue to involve them in the co-design of future accommodation
2. Provide a [greater choice of housing options](#) including a range of tenures to help older people live independent active lives.
3. Develop Care & Support Services (including the use of technology) providing [choice for older people to support independent living](#)
4. Continue to develop [communications, information and networks](#) to ensure people understand their housing options as they age
5. [Continue our partnership approach](#) to delivering housing options for older people

Some achievements to date

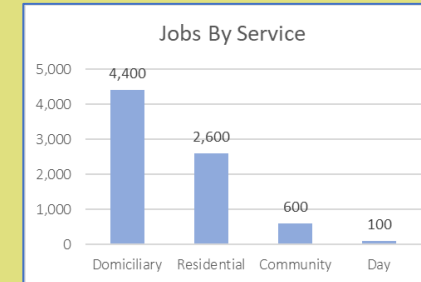
- Further housing Intelligence / Census, Co-production with Age UK
- Chorley Place – Shared Ownership, Affordable Rent, Rent to Buy
- Horace Street – Affordable Rent (Construction commenced)
- Lever Gardens – Extra Care Scheme (On site)
- St Columbus – HAPPI Scheme (Opening spring 2022)
- Sanctum Last Drop – Over 55s, Private Sale (Early phases completed)
- Review Sheltered Accommodation (Ongoing – significant stock changes and decommissioning)
- Council Owned Sites / BCH Meeting (SAMP sites made available, others to follow)
- HOOP Post – Care and Repair

Workforce

Key Intelligence Bolton Employees Only*:

- Employees: employed: 5,600, • mean: 8.9, • turnover: 24.2%
- Direct Care: turnover: 27.3%, • vacancy rate: 5.3%, • zero contract: 26%
- Independent sector managers: 325, • turnover: 10.3%, • vacancy rate: 9%
- 4,600 direct care jobs
- 1,500 jobs working for direct payment recipients
- 7,700 jobs within Bolton (across the independent sector, local authority and direct payment recipients)

*Data extracted from NMDS, May 2021



Aims:

- Better retention
- Improved image for social care
- Better care and support for residents of GM
- Pipeline talent with the right values
- Joined up approach with clear governance
- Reduce costs for employers
- Address skills and hard gaps to fill

GM Offer:

Greater Manchester Care Academy's objective is to create higher pay and better jobs in the foundational economy to reduce economic inequality, increase productive investment in GM and encourage local *"profit retention"*

Areas for investment:

- Existing policy and programmes to align or adapt or bolster
- New programmes or targeted
- Innovations / experiments

Criteria for investment:

- Recovery from COVID19
- Better jobs, including pay and in work training
- Improved service for end users, improved capability for small and medium businesses,
- Effective use of physical/digital/other assets for wider economic and community benefits

NW Support Offer:

Care and Health Career Academies give an opportunity to **focus on careers and skills in the sector**, giving a boost to the profile of social care. **NWADASS commissioned co-production of a toolkit** to focus on:

- **Attracting people** into the sector with the right values
- **Supporting people** to grow and develop – raise aspirations
- **Supporting employers** to think about how best to support and retain the staff they have

Be a Care Hero:

Offered recruitment support to care providers. Bolton received 123 applicants, 14 care providers requested recruitment support, with over 10 new social care staff employed as a result.

Local Support Offer:

Developing our organisation and the people within it has always been a high priority for Bolton Council, and making sure that our people have the skills and competencies they need to deliver services has never been as important as it is now.

Here at Bolton we have 150 quality Me Learning courses (from administration of medication to stoma care) to develop your workforce and MindEd to support staff.

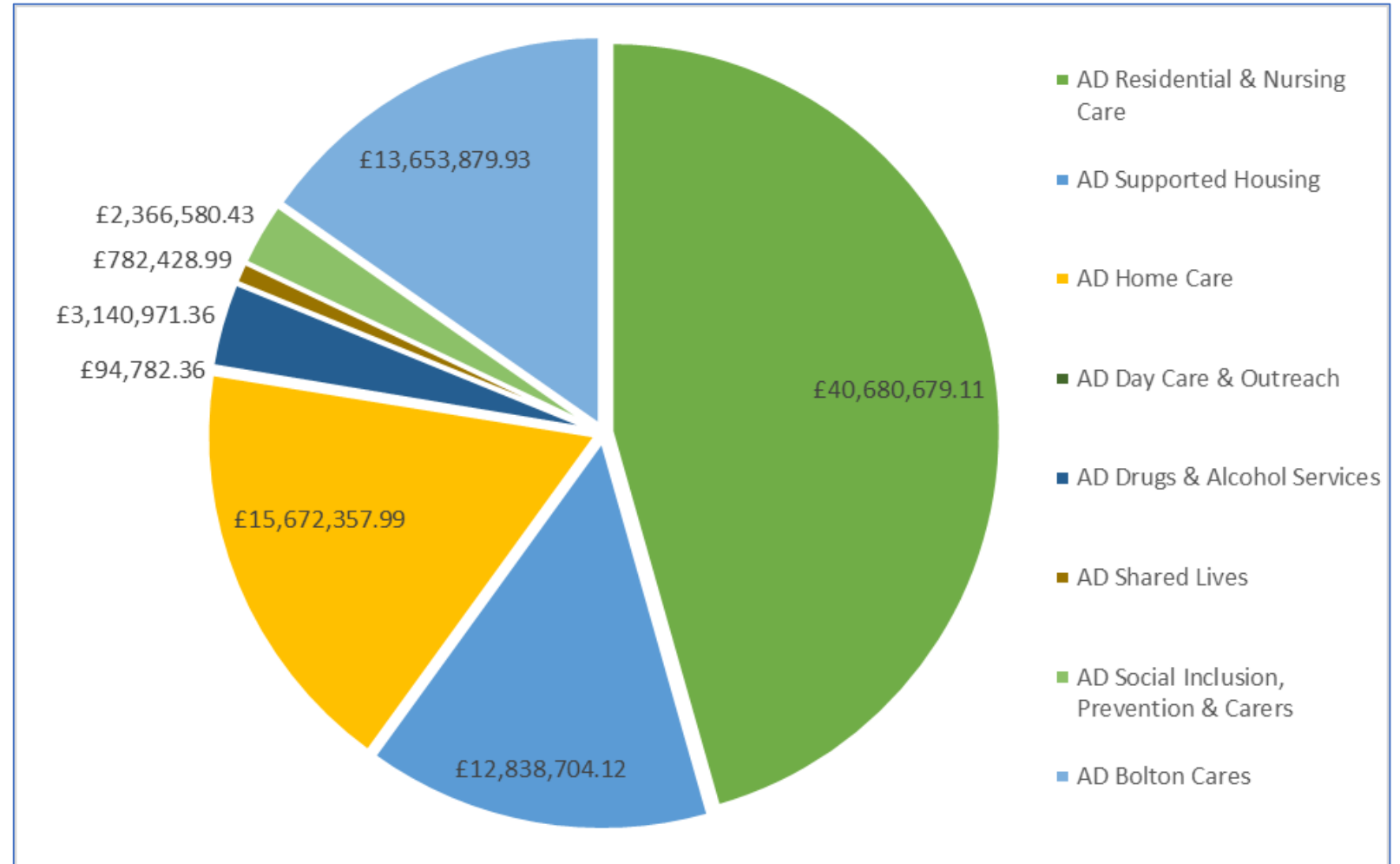
Online Learning Platforms

- Me Learning [Skills and training](#)
- Moodle - [access to Moodle](#)
- MindEd - [MindEd website](#)

How we will Support Providers going forward:

- Provider workforce strategy
- Comprehensive training and development offer for staff
- Use of local expertise to improve recruitment and retention rates
- Work together on prioritising the care workforce and ensure added value from partner organisations in supporting the workforce

Social Care Spending Profile: 2020/21



Area	Cost	%
AD Residential & Nursing Care	£ 40,680,679.11	46%
AD Supported Housing	£ 12,838,704.12	14%
AD Home Care	£ 15,672,357.99	18%
AD Day Care & Outreach	£ 94,782.36	0%
AD Drugs & Alcohol Services	£ 3,140,971.36	4%
AD Shared Lives	£ 782,428.99	1%
AD Social Inclusion, Prevention & Carers	£ 2,366,580.43	3%
AD Bolton Cares	£ 13,653,879.93	15%
Total	£ 89,230,384.29	

Please note: Bolton Cares includes: supported living, day care, outreach and shared lives

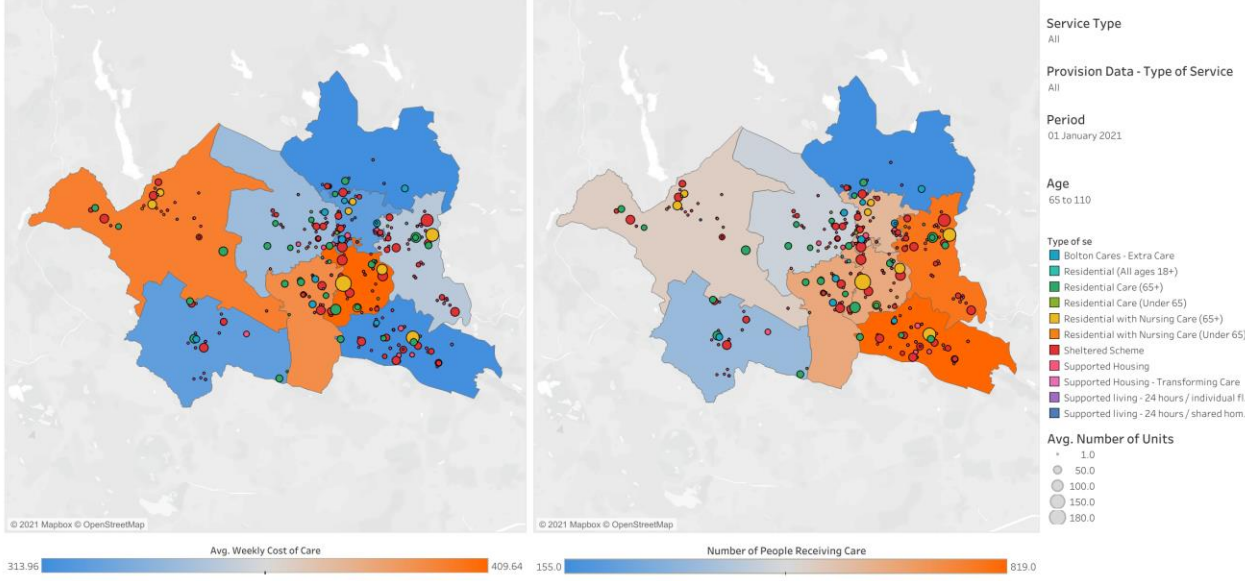
Key Intelligence on Bolton's Population

Adult Social Care Demand - Geographical Analysis

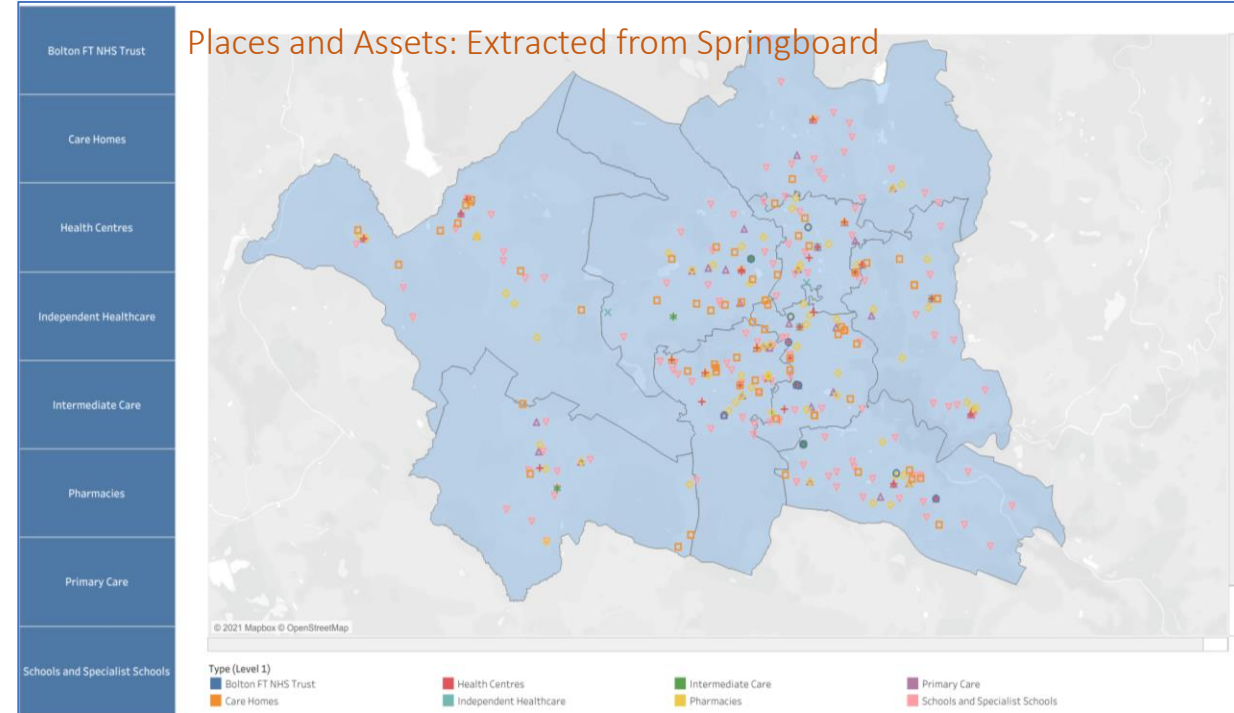
Average Weekly Cost of Care

of People Receiving Care

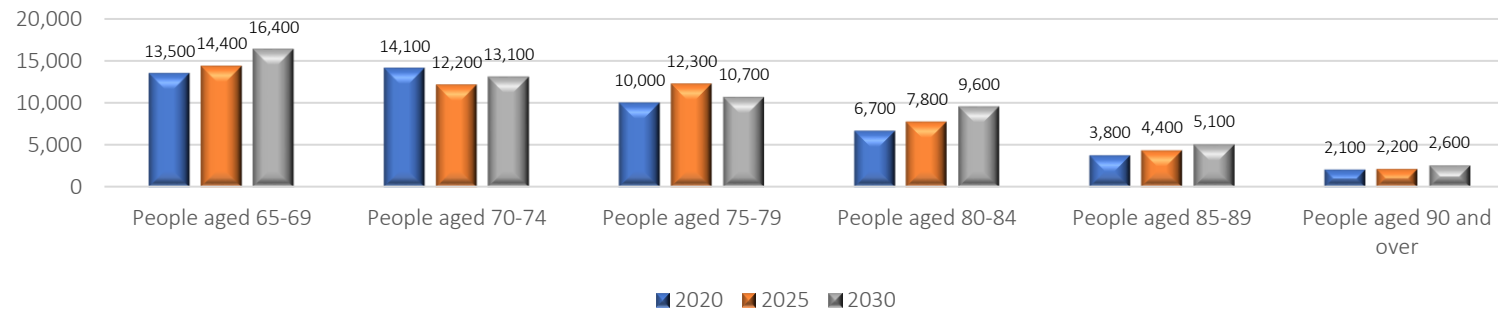
Adult Social Care Demand: Extracted from Springboard



Places and Assets: Extracted from Springboard

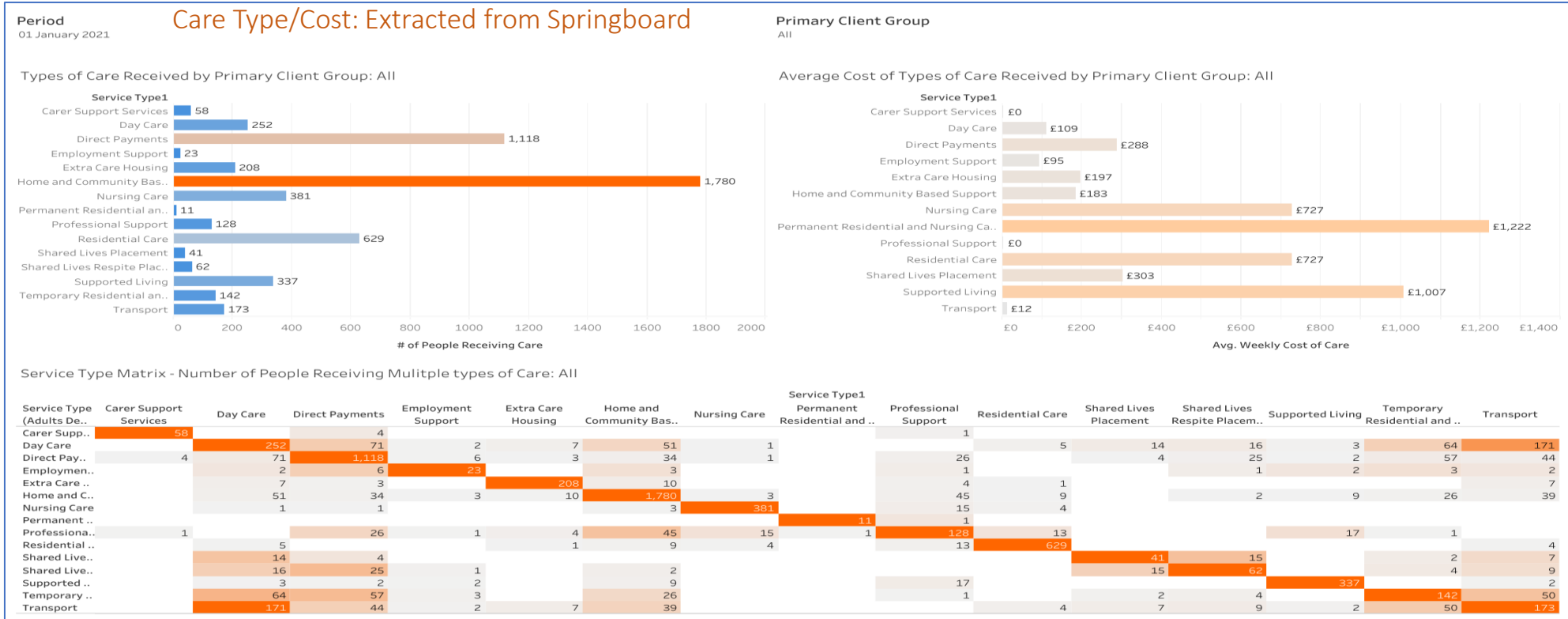


Bolton's Predicted Population by 2030*

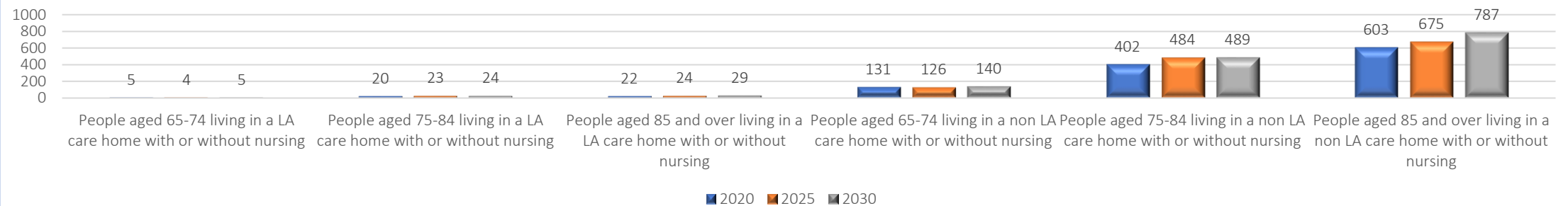


*Data extracted from POPPI. POPPI is a view-only systems developed by the Institute of Public Care (IPC) for use by local authority planners and commissioners of social care provision in England, together with providers. The programmes are designed to help explore the possible impact that demography and certain conditions may have on populations and provide population data by age band, gender, ethnic group, and tenure. POPPI (Projecting Older People Population Information) covers aged 65 and over - [Projecting Older People Population Information System \(poppi.org.uk\)](https://poppi.org.uk)

Key Intelligence on Care

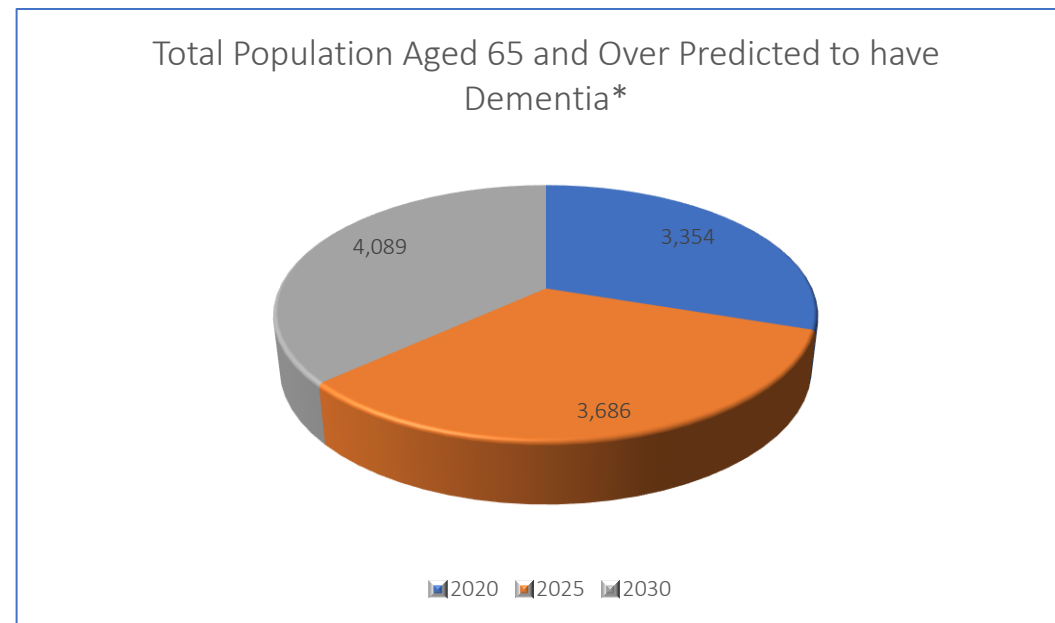
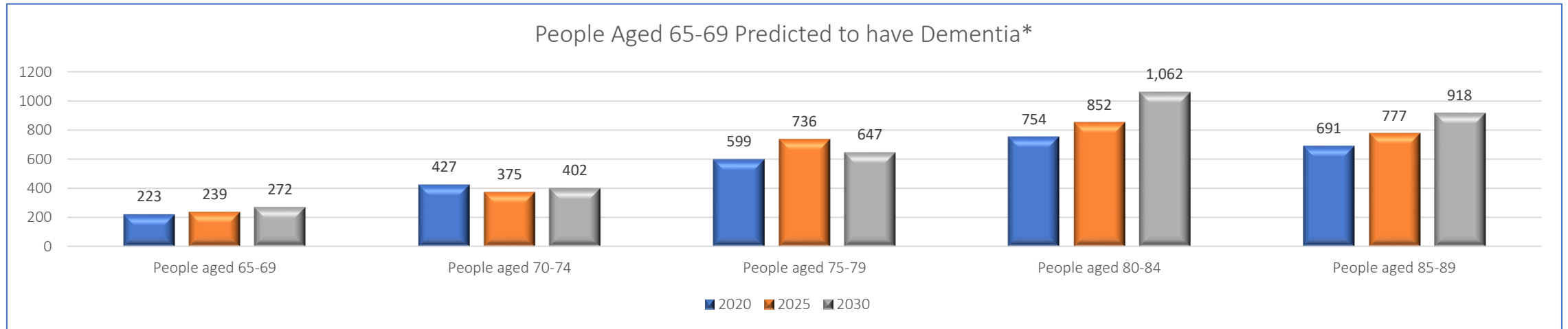


Living Predicted to Live in a Care Home with or Without Nursing by 2030*

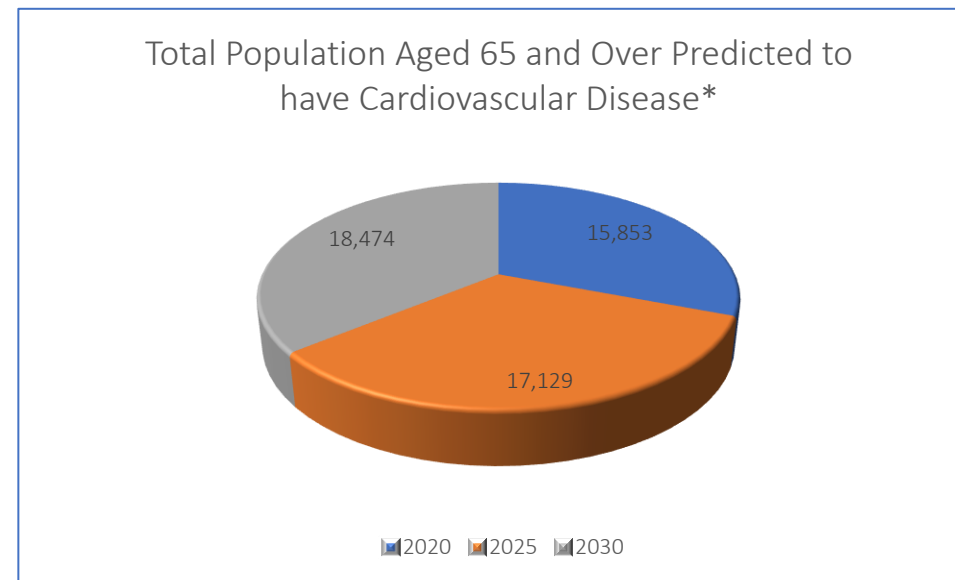
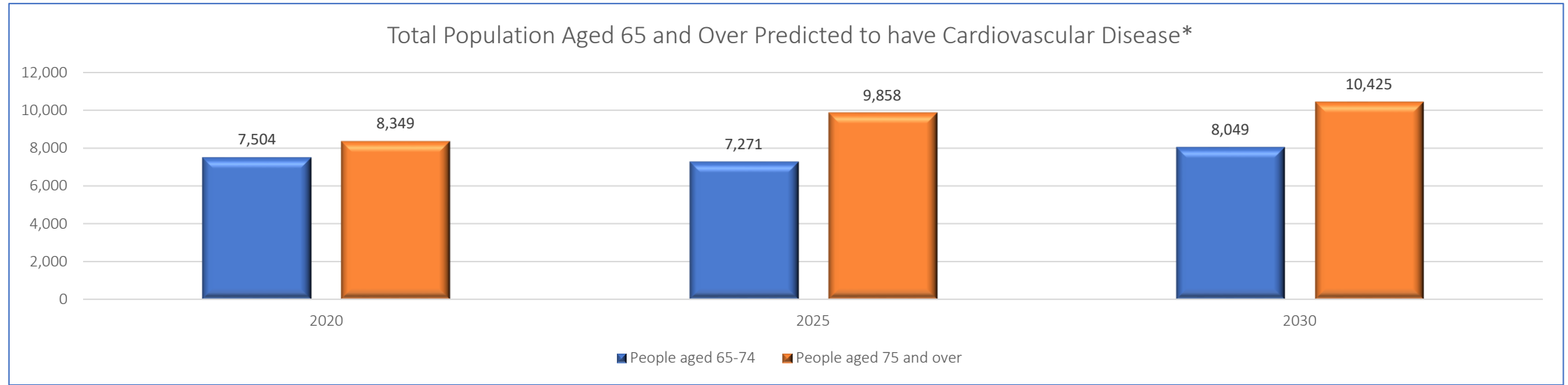


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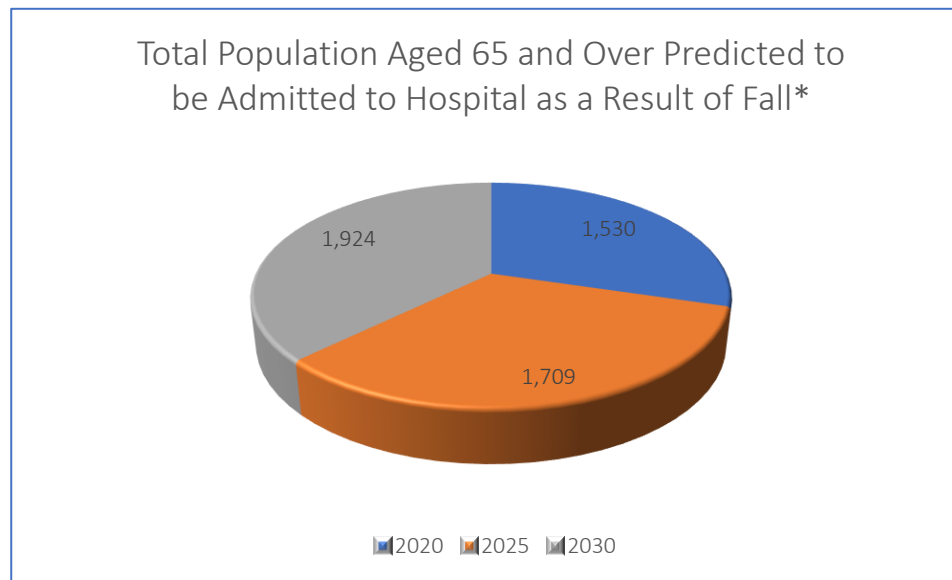
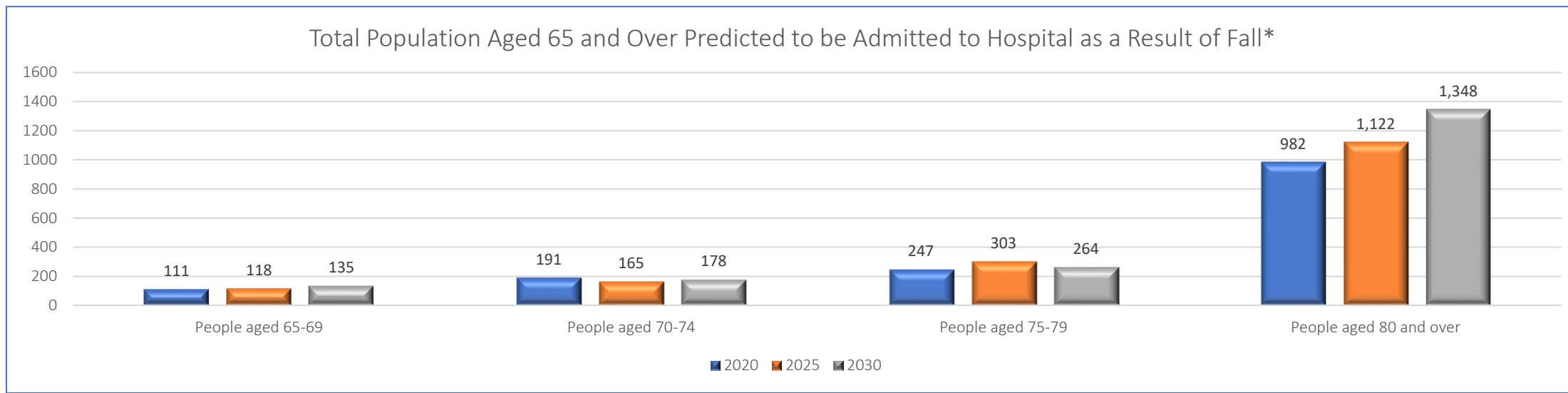
Key Intelligence on Predicted Dementia



Key Intelligence on Predicted Cardiovascular Disease



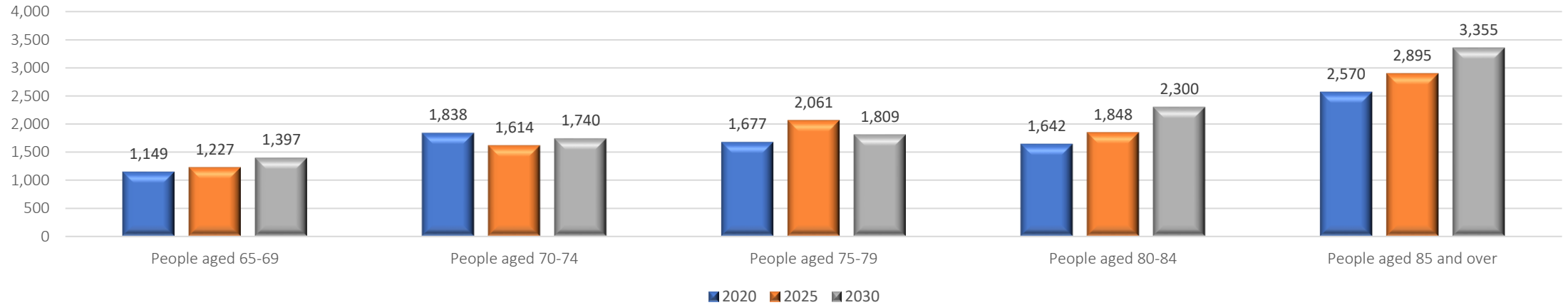
Key Intelligence on Predicted Falls – Hospital Admissions



*Data extracted from POPPI. POPPI is a view-only systems developed by the Institute of Public Care (IPC) for use by local authority planners and commissioners of social care provision in England, together with providers. The programmes are designed to help explore the possible impact that demography and certain conditions may have on populations and provide population data by age band, gender, ethnic group, and tenure. POPPI (Projecting Older People Population Information) covers aged 65 and over - [Projecting Older People Population Information System \(poppi.org.uk\)](https://poppi.org.uk)

Key Intelligence on Predicted Mobility

Total Population Aged 65 and Over Predicted Unable to Manage at Least One Activity on Their Own*



Total Population Aged 65 and Over Predicted Unable to Manage at Least One Activity on Their Own*

